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## CROSSROADS for EUROPE

The road to  
ERM crisis

The end of  
seven fat years

Yeltsin  
His country  
on the line

Lonrho  
May Rowland's  
last deal

Tomorrow's Weekend FT  
Charles and Diana: collapse  
of the official morality?



# FINANCIAL TIMES

Europe's Business Newspaper

FRIDAY DECEMBER 11 1992

FD8523A

## Germany agrees to continue with modified EFA

Britain and Germany patched up a six-month quarrel over the European Fighter Aircraft, enabling work to continue on a modified project. The compromise, reached during a Nato ministerial meeting, brings relief to aerospace and electronics manufacturers in Germany, the UK, Italy and Spain where tens of thousands of jobs are at stake on the \$31bn programme. Page 20

**Bentzen named US Treasury secretary:** President-elect Bill Clinton named Texas Senator Lloyd Bentsen as Treasury secretary, the first major appointment of the incoming administration and a reassuring nomination for the financial community. Page 8

**County NatWest quits Tokyo:** County NatWest, securities arm of National Westminster Bank, became the first foreign stockbroker to announce a total withdrawal from the Tokyo stock market. Page 21

**Somali clash leaves two dead:** US Marines and French paratroopers exchanged fire with Somali gunmen, leaving two people dead and 14 injured. The clash came as a US official admitted that some American troops could stay in Somalia for up to a year. Page 20

**Gencor, South African mining house, is still** interested in buying Lonrho's Western Platinum mine despite Lonrho's deal with Dieter Bock. Page 21

**Military action not ruled out:** Military action may be needed to enforce the no-fly zone over Bosnia if all else fails, Lord Owen, co-chairman of the Geneva peace conference, said in London. Page 4

**Carmakers to publish prices:** Carmakers must publish twice-yearly lists of comparative prices of certain vehicles in EC countries under a Commission plan aimed at helping consumers shop for bargains across EC borders. Page 20

**Indian violence worsens:** Rioting that has swept India since Hindu militants stormed Ayodhya mosque showed signs of abating. Prime minister P.V. Narasimha Rao said the crisis would not derail economic reform. Page 6

**Guatemalan accepts Nobel Peace Prize:**

Guatemalan Indian leader Rigoberta Menchu (left), accepting the 1992 Nobel Peace Prize in Oslo, called for international help to end her country's guerrilla war and eradicate human rights abuses. Talks between leftwing guerrillas and Guatemala's government are ending an extremely violent 30-year-old war have been deadlocked for months. Page 8

**European jobless:** Nearly 40 per cent of EC citizens unemployed for more than one year - about 3m people - have never had a job, according to the European Commission. Page 4

**Calpers, big US pension fund, failed to persuade** shareholders in RWE to vote to remove the voting structure at Germany's eighth-biggest industrial group. Page 23

**Macedonia protest:** More than 1m Greeks gathered in Athens to demand that Macedonia change its name. Greece has refused to recognise the former Yugoslav republic, arguing that its name is exclusively Hellenic. Page 4

**Ericsson-Hewlett Linkup:** Ericsson, Swedish telecoms company, and US computer group Hewlett-Packard plan to form a joint venture to provide telecoms operators with network management systems. Page 23

**Brazil approves debt deal:** Brazil has approved a \$44bn debt agreement with commercial creditors, after months of delays had caused the price of Brazilian debt to drop sharply. Page 8

**Pilkington, UK-based glass group, maintained** its 2.93p a share interim dividend, in spite of recording a £29.2m (\$44m) six-month loss. Page 21

**Crackdown on neo-Nazis:** Police in six German states raided homes and offices of suspected neo-Nazis as the government banned a second extremist group. Page 4

**Ahold president joins Philips Pierre** Everaert, president of Ahold retailing group, is to join the five-member management board of Philips, Dutch electronics company. Page 21

STOCK MARKET INDICES			
FT-SE 100	2,726.5	(-24.2)	New York Composite
Yield	4.48		1.55
FT-SE Eurotrack 100	1,048.83	(-4.43)	London
FT-A All-Share	1,297.48	(-0.78)	\$ 1,587 (1,586)
Nikkei	17,591.50	(+95.88)	DM 2,455 (2,456)
New York Composite			FF 8.38 (8,407)
Dow Jones Ind Ave	3,384.82	(-19.19)	SFR 2,1985 (2,21)
S&P Composite	432.94	(-2.71)	Y 192.25 (194.5)
			E index 88.2 (88.4)
DOLLAR			
Federal Funds	3.5%		New York Composite
3-mo T-bill	3.28%		DM 1,578
Long Bond	102.5		FF 6.388
Yield	7.42%		SFR 1,60878
LONDON MONEY			
3-mo Interbank	7.1%	(7.5%)	Y 123.785
3-mo T-bill	3.28%		London
Long Bond	102.5		DM 1,578 (1,578)
Yield	7.42%		FF 6.388 (6,387)
NORTH SEA OIL (Argus)			
Light long oil future	\$18.12	(17.75)	SFR 1,608 (1,607)
Brent 15-day (Jan)	\$18.12	(17.75)	Y 123.785 (123.5)
Oil Gold			E index 88.2 (88.4)
New York Comex (Dec)	\$394.1	(33.5)	
London	\$394.15	(33.75)	Tokyo close Y 124.1

Austria	Sch30	Grease	D250	Lat	LF100	Cash	OR1200
Belgium	DF120	Hungary	FR100	Malta	LF100	S.A. 100	SR11
Denmark	DK14	Italy	LI250	India	LI250	Spain	PR100
France	FF40	Japan	JP100	Korea	W1200	Philippines	PH100
Germany	DM30	Lebanon	US\$125	Portugal	ES100	UAE	DM100

## Russian president warns of 'creeping coup' in struggle with conservative Congress

# Yeltsin calls for referendum on reforms

By John Lloyd, Loris Boulton and Dmitry Volkov in Moscow

RUSSIA was plunged into crisis yesterday after President Boris Yeltsin declared open political war on the Congress of People's Deputies, which has blocked his reforms. Citing a "creeping coup" against him, Mr Yeltsin said a referendum was necessary to decide "to whom do you entrust saving the country from economic and political crisis... the president... or the presently constituted Congress and Supreme Soviet". In a dramatic speech to the Congress of People's Deputies, the Russian said: "Congress is a bulwark of conservative forces and reaction. Reform in Russia is in serious danger. What they failed to do in August 1991, they have decided to repeat now by way of a creeping coup." His speech provoked uproar in the Congress Hall, the beginnings of scattered demonstrations in the streets and the full-throated opposition of vice-president Alexander Rutskoi. General Rutskoi called for the prosecution of presidential advisers, whom he accused of pushing Mr Yeltsin into a confrontation with the Congress and into creating "anarchy and powerlessness" in the country. The president's proposal was for a referendum to be held on January 24. If the population supported him, parliamentary elections would be convened on March 27. If the Congress won the referendum, he would resign and fresh presidential elections would be held; if neither secured the support of half of those voting, both would stand for election. In the meantime, the government would continue under the acting premiership of Mr Yegor Gaidar - whom the Congress had refused to confirm in his post on Wednesday. Both hardline deputies and presidential supporters reacted with anger. Calls for Mr Yeltsin's



Make or break: Russian president Boris Yeltsin urges workers at a Moscow car factory to collect signatures to force a decisive referendum

impeachment were immediately raised. Mr Sergei Baburin, defence minister, assured the Congress that the army would remain above politics. But Mr Victor Barannikov, security minister and head of the Russian KGB, produced a Soviet-era speech full of warnings of the growing threat from foreign intelligence agencies and a rising tide of crime. Just before the close of business in the Congress yesterday, the deputies voted in closed session to take back under their control a 300-strong armed guard. This militia had been removed from Supreme Soviet to interior ministry control last month by Mr Yeltsin, following its use by Mr Ruslan Khasbulatov, the parliamentary speaker, in his bid to take control of the daily paper Izvestia.

## Major urges Edinburgh deal to end EC paralysis

By Robert Mayhew and Philip Stephens in Edinburgh

MR JOHN MAJOR, Britain's prime minister, told other European Community leaders yesterday that they must strike a deal to make the Maastricht treaty acceptable to the Danish people in order to free the EC from its current paralysis. On the eve of a two-day European summit in Edinburgh, Mr Major rejected suggestions by some other leaders, notably President Francois Mitterrand of France, that if no solution were

**ERM crisis:** Monetary tragedy of errors.....Page 2  
**Summit:** Major stands his ground.....Page 3  
**EC economy:** Riding the rollercoaster.....Page 18  
**Editorial Comment:** Edinburgh agenda.....Page 18

found in the problem of Denmark's and Britain's ratification of the treaty, the other 10 members could proceed towards European Union on their own. His warning came as it became clear that Spain, which is looking for significant increases in fiscal transfers to poorer member states, was unwilling to accept marginal new increases in the latest British budget proposal. "There could be no question of a 'two-speed' Community," Mr Major, who holds the presidency of the EC until the end of the year, said in a series of television

interviews. The treaty had to be ratified by all member countries before it came into effect. They therefore had to reach an agreement at Edinburgh which was sufficiently good to be accepted by the Danish people at a second referendum. Britain has made new proposals on Denmark and EC financing, considered to be the two most difficult problems on the summit's agenda. Faced with the refusal of their partners to make any amendments to the treaty, the Danes

## SE-Banken seeks government help

By Robert Taylor in Stockholm

SKANDINAVISKA Enskilda Banken, Sweden's largest private commercial bank, is seeking government support. Mr Bjorn Svedberg, SE-Banken's chief executive, said a "first, tentative contact" had been made to secure finance from the planned government-backed fund to prop up the country's ailing financial sector. The plan is expected to come into effect early next year. Under the scheme, the state proposes to provide guarantees for banks and other credit institutions so they can fulfil their obligations. A state agency will administer the system, though large bail-outs will be subject to government approval. Sweden's financial sector has been overwhelmed by credit losses already totalling more than SKr100bn (\$14.7bn) since 1990 due to bad debts, mainly from property, and financial speculation. There is the prospect of more substantial losses over the next few years. Three of the country's banks - Nordbanken, Gota and Forsta Sparbanken - have already had to be rescued with substantial state financial assistance in the form of loans and guarantees. The announcement that SE-Banken is also seeking support will come as a severe blow to the

## Norwegian devaluation hits ERM

By Our Economics and Foreign Staff

THE D-MARK gained against most other European currencies yesterday as Norway's decision to devalue the krone and the Bundesbank's failure to cut interest rates led to further tensions in the European exchange rate mechanism. Norway's decision to abandon the D-Mark and the ERM came hours before the German central bank, at its regular council meeting, decided against an easing in monetary policy because of high German inflation and the large public sector deficit. The two events caused investors to switch funds into the German currency, putting pressure on some other ERM members including the French franc, Danish krone and Irish punt. The strains were eased slightly after the central banks of Belgium and the Netherlands, which traditionally keep their monetary policies closely aligned to those of the Bundesbank, shaved their credit rates by small amounts. This was apparently on Floating krone, Page 4 No early cut in UK rates, Page 9 Lex, Page 20 Currencies, Page 46 World stocks, back page, Sect II

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## BEHIND THE ERM CRISIS

# The monetary tragedy of errors that led to currency chaos

As political disarray threatens the summit of European leaders beginning in Edinburgh today, Peter Norman and Lionel Barber give the inside story of the events which led to Black Wednesday and made the Community's most important objective, monetary union, its least plausible goal

**T**HE exact timing remains unclear. But, sometime in the afternoon of Saturday September 12, Mr Jean-Claude Trichet went through one of those chameleon-like changes which top international bureaucrats sometimes experience.

As a senior French official, he had stood that morning alongside his boss, Mr Michel Sapin, the French finance minister, receiving high-level visitors from Germany.

France's steel and glass finance ministry at the unfashionable end of Paris, near the Gare de Lyon. Hans Tietmeyer, vice-president of the powerful Bundesbank, and Horst Köhler, state secretary at the Bonn Finance Ministry, were on their way to Rome. They had told the French government that Germany wanted to negotiate the first substantial realignment in the European exchange rate mechanism in more than five years.

By late evening, Mr Trichet had switched roles. He had exchanged his French civil servant's hat for that of an EC functionary as he prepared to relay to Community member states two pieces of important news: Italy was planning to devalue the lira by 7 per cent in the European Monetary System; and Germany had promised a cut in interest rates in an attempt to calm turmoil in the ERM.

What he did not tell them was the Germans wanted a broader realignment of currencies within the system, including sterling.

The ERM, a system of fixed but adjustable exchange rates, was no longer capable of providing monetary stability for Europe. The planned realignment was a radical move to restore order to the system and keep alive hopes of progress to economic and monetary union (Emu).

Mr Trichet is director of the French treasury, the most coveted position in France's civil service hierarchy. He is also chairman of the European Community's monetary committee, the secretive group which helps manage European monetary affairs. His actions that weekend were to play a crucial role in determining how the ERM crisis unfolded.

Some critics have accused him of putting French interests above those of the Community - by trying to place a protective "ring-fence" around Italy's devaluation so that the French franc would be shielded from speculative attacks in the week ahead of France's closely contested September 20 referendum on the Maastricht treaty.

Others charge that he failed to tell the UK that Germany wanted a broader realignment, including sterling. With hindsight, some officials have argued that, if Mr Trichet had pushed for an early weekend meeting of the monetary committee or of EC finance ministers, the EC might have organised a broader realignment that would have calmed the growing fever on financial markets and perhaps even have ensured Britain's continued ERM membership. He has been cast as the *eminece grise* who scuppered such an opportunity.

The truth, as a Financial Times investigation, which has included dozens of interviews with top officials across the EC makes clear, is both more complex and banal.

**M** r Trichet has told colleagues that, in his capacity as a French official, he could not use the highly-sensitive information given to him by the Germans that morning to set in motion discussions leading to a broader realignment. When wearing his monetary committee hat later in the day, he accepted as a *fait accompli* the news of the Italian devaluation and took no steps to broaden the scope of the weekend's currency changes, arguing that he could not negotiate on behalf of individual member states.

The crisis that has shaken the EC's system of fixed but adjustable exchange rates since September is a story of communications failures at all levels. Mr Trichet's behaviour accorded with the letter of the Community's arcane rule-book, but it did nothing to avert turmoil.

Yet Mr Trichet's split personality on that Saturday merely typified the bureaucratic contortions that drove the EMS into the biggest crisis in its 13-year history.

Even though currencies will not feature on the formal agenda of the European Community's summit in Edinburgh today, the autumn crisis will haunt the 12 leaders of the EC member states.

Ambitious plans for Emu by the end of the decade have been set



**Jean-Claude Trichet:** Director of the French Treasury. Cast as the *eminece grise*. Sometimes wore the hat of a French civil servant and sometimes of a European Community functionary. He failed to call the meeting that might have resulted in a broader alignment of European currencies when the Italians decided to devalue the lira

back by Black Wednesday's traumatic suspension of sterling and the Italian lira from the ERM and by subsequent crises and disruptions.

Time and again, this autumn's European crisis was bedevilled by human failure and institutional weakness. The crucial meeting of EC finance ministers in Bath on September 4 and 5 exemplified this; so, too, did the events which led to devaluation of the Italian lira and the turmoil which culminated in Black Wednesday.

The EMS looked ripe for change when the ministers met in Bath. Funds were haemorrhaging out of the lira into the D-Mark, threatening exchange rate relationships that had stood for 54 years.

The UK government's policy of trying to hold sterling's ERM parity at DM2.96 against the D-Mark during a harsh recession was looking threadbare. The fact that opinion polls in France pointed to a possible government defeat in the September referendum increased the chances of a massive speculative attack against currencies in the EMS.

The twice-yearly informal "Ecfin council" is usually something of a treat for the ministers and governors, their close aides and their spouses. Bath was different.

"It was the worst I've ever attended," said one veteran of nearly 20 such gatherings. "A disaster," concluded another. Nobody who attended has a good word to say about it, least of all senior British Treasury officials who were summoned late on Saturday September 5 to help break deadlock. Mr Ruud Lubbers, the Dutch prime minister, was later to say that the failure to arrange a realignment at the meeting would go down as a "black page in the book of 1992".

But a realignment was never properly discussed at Bath. Instead, the meeting set what was to become a familiar pattern of half-articulated expectations by some countries that were deliberately ignored by others.

Neither Mr Lamont nor Mr Sapin, his close ally in the talks, would contemplate any devaluation of their currencies. Mr Sapin's position was that there could be no

Realignment, he said, "was not possible" - because England had its pride and France said that it couldn't be done because it was facing a difficult referendum and they couldn't discuss it; and the English said then that the Bundesbank should do something first, and so the discussion went.

Certainly, realignment was in the air, despite Mr Lamont's and Mr Sapin's efforts to keep it off the agenda. Outside the Bath Assembly rooms, Mr Waigel, the German finance minister, was asked by journalists whether a realignment was being discussed. He stonewalled, answering that such a move would need unanimous support from ERM states, which was not forthcoming.

Inside the Assembly Rooms, Mr Schlesinger made comments that officials present were later to interpret as signals that the Bundesbank favoured a realignment. At the time, however, almost no-one realised the significance of his words.

The ministers finally knocked together a four-point statement which reaffirmed their opposition to a realignment and referred to a Bundesbank promise not to raise its interest rates. Mr Lamont was quick to imply that this had been a victory over the mighty Bundesbank, a suggestion that angered Mr Schlesinger. Any calming effect the statement might have had on financial markets was undermined the next day when Mr Schlesinger said the Bundesbank pledge represented no change in policy and distanced himself from the agreement not to raise ERM exchange rates.

In the days after Bath, the ERM suffered further blows. The Finnish marka, which had been pegged to the Ecu, the EC's embryonic currency, was allowed to float after suffering extended speculative attack. Sweden began a costly and ultimately futile bid to keep its krona pegged to the Ecu by intervening heavily on currency markets and pushing its interest rates to 500 per cent at one point. The Italian lira was devalued heavily, finally falling below its ERM floor on Friday September 11 in spite of massive support from the Bundesbank and

Bank of Italy. After having to buy an unprecedented DM24bn worth of lire in less than a week, Mr Schlesinger sought the German government's support for a general realignment in the ERM. It was at a special meeting in the Bundesbank on Friday evening, that Mr Tietmeyer and Mr Köhler were asked to go to Rome by way of Paris, to negotiate a devaluation of the lira and seek a realignment involving other currencies.

In one respect, the monetary manoeuvrings of the September 12-13 weekend started under a more favourable star than in Bath. In discussions with Chancellor Kohl and his financial advisers, Mr Schlesinger made a potentially far-reaching concession that earned him criticism at home when it became known after the weekend. He made clear the Bundesbank would be prepared to bargain a cut in German interest rates in return for a realignment. The extent would depend on the number

of countries taking part.

On Saturday and Sunday, the Bundesbank president contacted members of the bank's council to discuss the scope of the interest rate cut. However, the Bundesbank made no effort to contact the Bank of England or British government. "It was not our job to inform the British of our intentions," Mr Schlesinger would say later.

The absence of timely communication with London was to diminish greatly prospects for the broad realignment the Bundesbank sought.

Once a member state seeks a realignment, it is the job of the EC monetary committee, whose chairman is Mr Trichet, to find out the views of other member states. On that weekend, Mr Andreas Kees, the committee secretary who usually canvasses ERM members before convening a meeting of the committee, was away boating.

Mr Trichet had to sound out members for a meeting. He decided against such a gathering. Mr Trichet's decision to handle the lira devaluation by phone is now recognised by all - including, it seems, Mr Trichet - as a mistake. It stifled a broader debate on currencies that weekend. There was no opportunity for bilateral meetings with the chairman in which room for compromise could be assessed.

Instead, that weekend again illustrated how difficult it is for EMS member states to thrash out delicate policy issues.

**I** t is unclear whether Messrs Köhler and Tietmeyer realised Mr Trichet was acting as a French government official alone, and not as EC monetary committee chairman, when they met him and Mr Sapin in Paris en route to Rome.

What is certain is that Mr Trichet interpreted their visit as kind of courtesy call. He knew that the Germans wanted a broad realignment but believed they had come to advise the French government of a potentially difficult situation just one week before the Maastricht referendum. The German visitors never made a precise request for London to devalue; nor did they propose new parities for the pound.

It was in the evening after he was told by telephone of the outcome of the German-Italian negotiations in Rome that Mr Trichet put on his monetary committee hat. It was his duty to see whether the other ERM members approved the planned 7 per cent lira devaluation, and he duly contacted them. But he did not consider it his job to send out others about the realignment.

The weekend development was so unexpected that Whitehall had to mount a large-scale search operation to trace Sir Terry Burns, the permanent secretary to the Treasury. He was finally tracked down in Dulwich, a south London suburb, at a party celebrating a friend's 25th wedding anniversary. He learned the news on a mobile phone from Sir Nigel Wicks, the second permanent secretary, who, conscious of recent security breaches on mobile phones, would only refer obliquely to a problem with "our sick friend". Mr Lamont, who was at the last

Others have argued that he took a narrow view of his job. "To do that realignment by phone was unacceptable," complained one continental banker. "Not only was the issue too delicate to be handled by phone. The procedure meant that not everybody was in possession of the same information."

But any of the ERM countries could have insisted on a meeting of either the monetary committee or ministers if they wanted more than the 7 per cent lira devaluation of that weekend. They had an opportunity to act when Mr Trichet contacted them from Saturday evening onwards, or when the draft monetary committee communiqué announcing the realignment were circulated. But none did so.

Mr Trichet also felt confident a successful realignment could be handled by phone. On three previous occasions the lira party had been changed in the EMS without a meeting. Moreover, by late Saturday, when he received the news from Rome, time was running short.

This is acknowledged in Bonn. According to a senior German Finance Ministry official, Mr Trichet was "under a very difficult time restraint, and operating in a very difficult environment".

"We came together very late that weekend with the Italians, asking for a realignment," the German official said. "On Friday evening, when invitations normally go out for monetary committee meetings, we were talking among ourselves. It was only on Saturday that we could



**Lone voice: Amato calls Major at Balmoral to ask if Britain would join the planned currency realignment**

really offer something in terms of interest rate moves, and we could really pull the Italians on board."

British officials say that the first they heard of a realignment was on Saturday evening when they were asked: "Do you consent to the Italian devaluation against the D-Mark?" The weekend development was so unexpected that Whitehall had to mount a large-scale search operation to trace Sir Terry Burns, the permanent secretary to the Treasury. He was finally tracked down in Dulwich, a south London suburb, at a party celebrating a friend's 25th wedding anniversary. He learned the news on a mobile phone from Sir Nigel Wicks, the second permanent secretary, who, conscious of recent security breaches on mobile phones, would only refer obliquely to a problem with "our sick friend". Mr Lamont, who was at the last

But, by Sunday afternoon, some UK officials feared the lira devaluation would trigger further speculative pressure in the ERM ahead of the French referendum. They were to argue later that Germany should have "muzzed the lira through" until September 20.

Just before going to church with the Queen, Mr Major telephoned Mr Lamont at the Treasury meeting to confirm the no devaluation line.

By the afternoon of Tuesday, September 20, the Italian government was

unhappy to be devaluing alone. On

Sunday morning, Mr Giuliano

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rang Mr Major, who was staying

with the Queen at Balmoral, to tell

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He asked if the UK was joining

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According to Downing Street, the

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# Major stands his ground on Maastricht

By Philip Stephens, Political Editor

MR John Major last night flatly rejected demands from his European Community partners to speed up British ratification of the Maastricht treaty.

The British prime minister insisted he would go no further than his previous commitment to ratify the agreement during the present session of parliament, which ends in the autumn.

As Mr Major prepared for meetings last night with Mr Jacques Delors, the Commission president and Mr François Mitterrand, the French president, British ministers insisted the "political reality" at Westminster precluded a pledge in Edinburgh to speed up ratification. But the prime minister privately will tell his European counterparts that a deal at the summit to accommodate Danish objections to Maastricht would lower the political hurdles to British ratification.

This week Mr Mitterrand criticised Mr Major for linking the next crucial House of Commons vote on the treaty - the third reading - to the second Danish referendum expected in May. The prime minister has been deliberately ambivalent about whether he would delay that vote still further if Denmark put back the date of the referendum.

Senior British ministers said the ambivalence was essential because of the government's

precarious majority in the face of a revolt by Conservative Eurosceptics. They warned also that if Denmark did not get a satisfactory deal from the Community there was no prospect that the Westminster parliament would ratify Maastricht.

For his part, Mr Major dismissed talk of a two-speed Europe in which Denmark and the UK are left behind. His judgment is that the difficulties for the other 10 in constructing a new agreement to replace Maastricht would far outweigh the inconvenience they now face in waiting for the two countries to ratify the original agreement.

Despite the inevitable eve-of-summit warnings about the complexity and difficulty of the issues facing EC leaders in Edinburgh, Mr Major is quietly confident that agreements on both the Danish question and a future financing package can be struck if all 12 leaders demonstrate the necessary "political will".

British officials anticipate that the biggest threat is a row with Mr Felipe Gonzalez of Spain and the leaders of other southern EC states over proposals to limit increases in Community expenditure.

He will warn his colleagues that a breakdown at the summit could threaten renewed turmoil in the financial markets and a further slump in economic confidence. "They (the leaders) will be left in no doubt about how high the stakes are," one British official said.

## Delors calls for unity; keeps quiet on union

By David Marsh in Edinburgh

DELIVERING a traditional pre-summit appeal for European unity, Mr Jacques Delors, the EC Commission president, yesterday made an important tactical decision. He did not mention the word "Maastricht".

Mr Delors, who was awarded an honorary degree yesterday by Edinburgh University, used his acceptance address to call for an "organised and caring" Community which would be more than merely a free trade area.

Dressed in a red gown and looking less like a would-be Emperor of Europe than a slightly abashed Meister-singer, Mr Delors admitted the EC was going through a period of doom and gloom. He urged the Community to look beyond its ups and downs and create unity in diversity.

Although he praised the single European market taking effect next year, he avoided referring to the Maastricht treaty.

Mr Delors may have reflected that the treaty is hardly more popular in Scotland than in the rest of the



Mr Delors receives his honorary degree yesterday from Sir David Smith, Edinburgh University vice chancellor

UK. An opinion poll in The Scotsman yesterday showed 35 per cent of Scottish voters against, 29 per cent in favour, and the rest undecided.

The degree ceremony, in the splendour of the university's McEwan Hall, was twice interrupted by young protesters in the gallery shouting - with distinctly Sassenach voices -

"It's your slump - We won't pay." They were hustled out by stewards as guests tried to drown the shouts with applause.

Mr Delors said part of the programme for the single market launched in 1985 had already become reality. "The brushes could do with a little bit of spit and polish, but the

single market will be open for business on New Year's Day," he said.

At a reception afterwards, Mr Delors said the summit would probably not reach agreement on where to site the proposed EC central bank - part of a complex bargaining process also involving decisions on sites for other Com-

munity institutions.

Britain's bid to bring the central bank to London was unrealistic, he said. He pointed out that London was already the venue for the European bank for Reconstruction and Development, and that the UK was not currently in the exchange rate mechanism.

## Schlüter pledge on deal for Denmark

By Hilary Barnes in Copenhagen

MR Poul Schlüter left for Edinburgh yesterday pledging that he would not be the Danish prime minister to lead Denmark out of the Community.

"We will do our utmost to secure a deal in Scotland which will meet all the Danish requirements," he said.

However, the seven parties who have agreed a common stance on Denmark's requirements refused to give the government a mandate to negotiate on the basis of proposals put forward by Britain for resolving the impasse.

Any deal based on the British proposals would be rejected by the left-wing Socialist People's Party. Other parties have expressed qualified approval.

It will be up to Mr Schlüter and his foreign minister, Mr Uffe Ellemann-Jensen, to decide whether to conclude a deal with the other 11 heads of government. If the deal is subsequently rejected by other parties, the government will have to fight the issue out in parliament, and if defeated would probably call an election.

## Distant pipes and drums from the real world outside

By James Buxton, Scottish Correspondent

SUPPORTERS of the Edinburgh international festival complain each summer that the official festival is in danger of being outdone by the scruffier but much more prolific fringe.

This being Edinburgh, the summit has to have a fringe. And the official events stand little chance of making the impact on the people of Edinburgh which the dozens of fringe events will have.

The summit is after all a largely secret meeting, almost invisible to the outside world, of 12 men (with several thousand officials and journalists in attendance). Most people will be lucky to glimpse more than a few speeding motorcades.

But in the fringe there are demonstrations, marches, alternative summits and conferences, as well as open-air concerts and street theatre.

Yesterday the fringe broke into the dignified part of the programme when protesters twice interrupted the Edinburgh University ceremony at which Mr Jacques Delors was given an honorary degree. Some were from a left-wing organisation called the EC Summit Unwelcoming Committee, which later staged a march of people chanting: "It's your slump, we won't pay."

But the most significant event could be the Scotland Demands Democracy march and rally tomorrow, which should involve all political parties pressing for constitutional change for Scotland.

The protest, organised by the Scottish Trades Union Congress, is intended to remind Mr

John Major that there is still strong demand for change, despite the setback suffered by devolution and independence campaigners in the general election.

Speakers from the Scottish National Party, Labour and the Liberal Democrats will argue that it is hypocritical for Mr Major to say subsidiarity should apply to Britain but not apply it to Scotland - a nation within Britain. The organisers hope 20,000 people will attend.

Today the campaign to save Scottish regiments scheduled for merger will march with pipes and drums under the command of retired General Sir John MacMillan from Prince's Street Gardens, and hand a petition to Mr Major at Edinburgh Castle. Elsewhere Scottish fishermen will be demonstrating against the EC Common Fisheries Policy.

For most of the week a poverty summit has been discussing the impact of the industrialised world on developing countries. Socialist Party leaders from 19 European countries have been meeting under the chairmanship of Mr John Smith, the Labour leader. Today and tomorrow experts on the Balkans will be at a Bosnia-Herzegovina conference.

After the summit is due to end tomorrow, the people of Edinburgh are invited to surge out into the streets, first for an open-air market in the heart of the 17th century Old Town, and then for the Summit in the City, a programme of open-air rock concerts and street theatre. Warm clothes are recommended, just as they are for the festival in the summer.

## Portugal ratifies treaty

By Peter Wise in Lisbon

THE Portuguese parliament yesterday ratified the Maastricht treaty by an overwhelming majority. Only 22 members of the 230-seat parliament, including the old-guard Communist Party, the conservative Centre Social Democrats and independents, voted against ratification. One Socialist Democrat rebel declined to vote. The ruling centre-right Social Democrats and the main opposition Socialist Party backed the treaty.

Ratification will require Portugal to change its constitution on sharing sovereignty, allowing foreign residents to vote in local and European parliamentary elections, and ending the exclusive right of the Bank of Portugal, the central bank, to issue money.



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## Norwegians decide to let krone float

By Robert Taylor  
in Stockholm

NORWAY'S krone was floated yesterday, rekindling concern about a fresh outbreak of international speculation against currencies inside the European exchange rate mechanism (ERM).

As a result the krone suffered a 5 per cent devaluation against other European currencies. The Oslo bourse closed up 26 points at 399.

The Norwegian central bank's decision brings the country into line with its neighbours, Finland and Sweden who abandoned fixed exchange rates in the autumn.

The central bank's overnight lending rate to commercial banks was cut to 11 per cent from 16 per cent.

The European Commission in Brussels said that it regretted the Norwegian move.

The krone was first pegged to the Ecu on October 19, 1990, within a margin of plus and minus 2.25 per cent from a fixed rate of Nkr7.9940 per Ecu.

Mr Hermod Skanland, the central bank governor, said the main reason for floating the currency was "the general lack of trust in fixed exchange rates on the markets".

At the time of the floating of Sweden's krona on November 19 an estimated Nkr51bn (\$5bn) flowed out of Norway and only about SKr1bn (£1bn) returned but it was the onset of krone selling on Wednesday

that forced the central bank to act.

Mr Torje Osmundssen, director at Norway's employers' association, Noho, said one explanation for the market pressure on the krone in recent days stemmed from the fact that "the markets cannot distinguish one Nordic economy from another".

Norway is one of the few countries in Europe to meet the tough financial convergence requirements set out in the Maastricht treaty for European economic and monetary union, with a manageable budget deficit and public sector debt as well as low inflation and relatively low interest rate levels.

Mr Osmundssen said the floating of the currency was a "very natural adaptation" since Norway's main trading partners - Britain, Sweden and Finland - had all abandoned a fixed exchange rate for their currencies.

The central bank tried to defend the fixed exchange rate of the Norwegian krone against severe pressure by increasing its own overnight lending rate to 16 per cent and limiting commercial bank access to its own overnight borrowing facility.

But these measures failed to normalise conditions on the markets. The central bank governor said he had come to the conclusion that a further rise in interest rates would not have stabilised the situation either.

## Yeltsin in people power gamble

The Russian president hopes he still has the common touch, writes Leyla Boulton

MR Boris Yeltsin, the Russian president, looked unhappy yesterday as he stood on an improvised podium in the Moskvich car assembly factory. Earlier, he had thrown down the gauntlet to the country's parliament and embarked on an openly populist campaign to win support for a referendum on who rules Russia.

Appealing to the people is a road Mr Yeltsin, a master of the popular touch and the first directly elected leader in Russian history, has travelled before. But this time it is a final gamble: obtaining support for deeply unpopular reforms, or abandoning them to a populist Congress of People's Deputies.

His speech at an impromptu rally at the Lenin Komsomol

Car Plant (AZLK), was vintage, if somewhat subdued. Yeltsin, defiant, with a touch of humour.

"No reform... has ever been carried through to the end in Russia," he said, referring to Russian reformers Peter the Great and Peter Stolypin. Denouncing the congress as "full of Communist party apparatchiks" opposed to reforms, he said that ordinary people in contrast had understood the changes undertaken by Mr Yegor Gaidar whose rejection by parliament sparked yesterday's declaration of war on the congress.

As he met with the people in an industrial suburb, Moscow truck drivers lined the Kremlin with lorries and some 5,000 people attended a rally in support of the Russian leader. But

the mixed response from the hundreds of car workers who flocked to see the president also illustrated the fragility of the support he can expect.

Despite earning four to five times more than most Russians, industrial workers' support for Mr Yeltsin, like that of their managers, is partly a function of help given to individual plants by the government.

Teachers, doctors, bureaucrats and pensioners may be less generous towards him.

The reservations attached to the supportive messages delivered by two of the workers who spoke at the rally also echoed the message of the centrist Civic Union with whom the government had been nego-

tiating. "Your aim is splendid but change your tactics," said Mr Sergei Novopolsky, a metal worker, who urged the president to protect the country from the mafia and to stick to his promise to index billions of roubles of savings.

"If life improves just a little bit, people will support you wholeheartedly," said Mr Anatoly Ribakov, whose attack on the street traders who have become a daily source of irritation for Muscovites sparked the greater applause.

Nobody dared vote against the president in a show of hands called for after the event.

However, most of the workers interviewed in a random survey said that they would probably opt for Mr Yeltsin if forced to choose between his

reforms and the congress. "Since Gaidar started the reforms, let him continue them."

"We're young and we've got life ahead of us, and that gives us something to look forward to," said Sergei, 22.

But some workers also displayed either the confusion, or angry indifference born of economic hardship which may outweigh traditional respect for the country's "khozain" (boss) in a referendum.

An older woman in the crowd who declined to be named said: "I only rely on myself."

"I've become so nasty with what's going on that I hope you foreigners who are robbing the country will leave," without substantiating her outburst.

## Appeal to Bonn on solidarity pact

By Christopher Parkes in Frankfurt

THE Bundesbank yesterday appealed to the Bonn government to restore business confidence and bring public spending and deficits under control with an early and convincing end to discussions on Chancellor Helmut Kohl's projected solidarity pact.

Mr Otmir Issing, a member of the central bank's policy making central council, told a conference that business confidence in the economy had deteriorated to a level not seen since the 1970s.

Earlier in the day the bank had eased its tough monetary policy, but stuck firmly to its refusal to lower interest rates.

Announcing the decisions, Mr Helmut Schlesinger, the Bundesbank president, referred pointedly to federal and regional budget deficits as he declared there was still no room for rate cuts.

The central bank's target

France's central bank yesterday announced a slight easing of its money supply target for next year, to take account of an expected small pick-up in economic growth, writes William Dawkins in Paris. The new range for growth of the M3 measure of broad money will be between 4 per cent and 6.5 per cent, said Mr Jacques de Larosiere, governor of the Banque de France. M3 is set to grow by 6 per cent, right at the top of its 4 per cent to 6 per cent target for 1992, which Mr de Larosiere attributed to a rise in savings.

He stressed that the central policy objectives would continue to be to defend the franc's stability and to control inflation, but that enlargement of the M3 target was justified to give "every chance" for an economic recovery.

range for growth in the M3 measure of money supply of between 3.5 and 5.5 per cent was increased to 4.5 and 6.5 per cent. This won support from industry and government, according to Mr Theo Walgal, finance minister, as it took into account current recessionary trends in the west and would guarantee sufficient liquidity for recovery in the east.

Mr Johann Eekhoff, secretary of state in the economics ministry, said he was glad special factors such as developments in eastern Germany had been taken into consideration. "The decisions would allow room for growth while maintaining stability," he added.

Anticipating further overseas criticism, Mr Eekhoff said complaints that German rates were too high were unfounded. Mr Schlesinger said inflation was still too high and there was no room for reducing rates.

Mr Issing added that recent low wage settlements - which should help bring inflation down - showed a "clear correction... in the right direction". However, Mr Schlesinger pointed out that high interest rates were not yet having the desired effect on public sector deficits.

Private sector economists, who had forecast an upwards shift in the M3 range, said the bank appeared to have set the stage for both growth and interest rate cuts.

The effects of the economic slowdown, combined with falling import prices, lower pay claims and a decline in underlying inflation are widely seen as signs that rates will start to fall in the new year.

The key element, yet to fall into place, is Chancellor Kohl's mooted "solidarity pact" between all levels of government, opposition, unions and employers which aims to encompass commitments to public spending cuts.

Another factor is control of monetary growth which the central bank believes fuels inflation. An expected fall in demand for money next year, thanks to recessionary tendencies, coupled with the higher target range for M3 is likely to lead to a substantial narrowing of the gap between the Bundesbank's ideal rate of monetary growth and the actual figure.

M3 expansion has outstripped targets every month this year. In October the annualised rate reached 10.3 per cent, but will fall clearly below that in November, according to Mr Issing.

Mr Ulrich Emswiler, chief economist at Commerzbank said he had been convinced by recent pay deals of around 3 to 4 per cent marked a new trend, and suggested that the Bundesbank would reduce the internationally-important Lombard rate from today's 9.5 per cent to 7 per cent by the end of next year.

## Concern grows on single market weapons rules

By David White

NEW EC rules to prevent a weakening of controls over exports of militarily useful goods are not expected to be ready in time for the start of the single internal market on January 1.

Concern is growing that free movement of goods within the EC will enable "dual-use" items (having both civilian and military applications) to be exported via members such as Greece and Portugal with the least rigorous controls.

The Brussels-based Union of Industrial and Employers' Confederations of Europe (Unice) said yesterday it was anxious to see free movement of these goods within Europe and a harmonised system of external border controls, but did not expect an early EC agreement to implement such a system.

The UK is due to put compromises to an EC Council high-level working group on Monday. The issue was discussed recently between Unice representatives and Mr John Meadow, head of the export trade division at the UK Department of Trade and Industry.

A confidential minute raised

the prospect of "licence shopping" by manufacturers trying to exploit weak points in member states' controls to sell to forbidden destinations.

It said that member states seemed "reluctant to have a Community export controls policy". They favoured an "inter-governmental agreement" with "informal exchanges of information on sensitive destinations".

The aim would be to agree on a common list of friendly countries eligible for simplified export procedures.

"The idea of a common list of sensitive projects is more problematic," the report said.

The European Commission put forward a draft regulation in August for controlling certain dual-use products and technologies, foreseeing a transition period of up to a year. However, it emerged from the Unice meeting that the period was likely to last longer. Meanwhile, a system of "general licences" is expected to be retained to monitor the movement of certain dual-use items within the EC.

These are used under the current CoCom system, giving broad authority for exports to listed destinations.

## Britain and Spain rejoin final sprint for 1993 legislation

By Andrew Hill in Brussels

BRITAIN, which holds the EC presidency, has rejoined the leading group in the final sprint to put single market legislation into place before January 1.

Figures published by the European Commission yesterday will spare Britain potential embarrassment at today's Edinburgh summit. They show that the UK is no longer among the Community's legislative laggards. On the other hand, Italy and Belgium are still among the slowest to pass the single market legislation through their national parliaments.

The triumphant opening of the single market at midnight on December 31 is one of the aims of the British presidency, and EC leaders meeting in Edinburgh are certain to declare that the market is effectively complete, in spite of loopholes caused by delays and political compromises.

The leaders will also have to admit that one of the single market's principal objectives - the lifting of border controls on people - will not be fully achieved until the end of 1993.

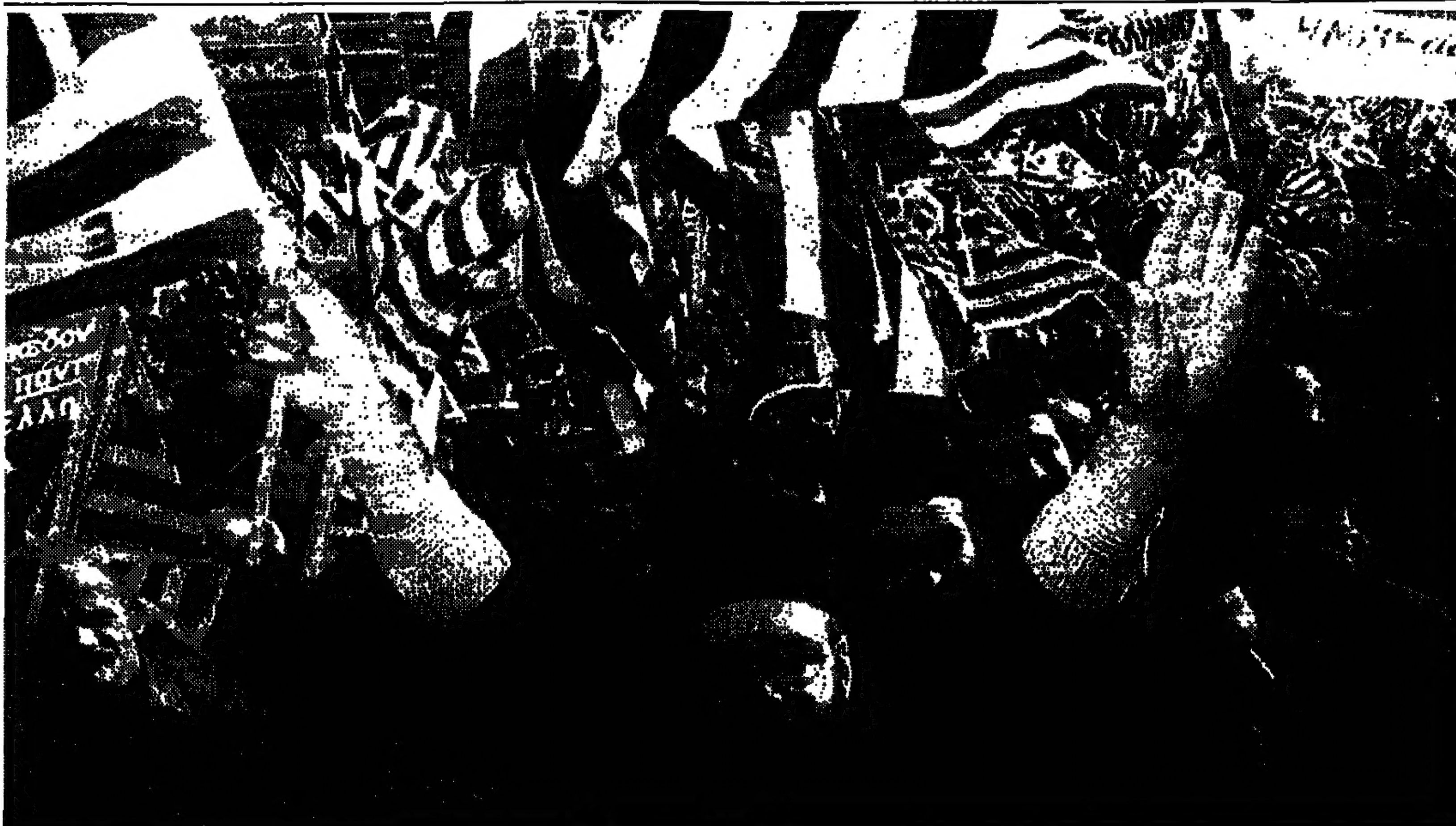
If then, Britain leads opposition to abolishing passport checks.

EC directives cannot take effect until they are transferred into national law, and Mr Martin Bangemann, the EC internal market commissioner, has continuously stressed the need for effective implementation.

After October 30 figures revealed that Britain, Spain, Luxembourg, Belgium and Italy were lagging behind their EC partners, Mr Bangemann wrote to their governments urging them to accelerate the legislative procedure before January 1.

Britain and Spain have both taken his complaints to heart. According to figures compiled on December 8, they are now fifth and sixth in the league table, compared with eighth and 12th in the October list.

Britain has transferred 81.2 per cent of the relevant measures, just above the Community average. Denmark, which has consistently been the most efficient at transferring legislation into national law, has transposed 85.9 per cent of the laws.



Greek Orthodox priests among a crowd of about 1m people who took to the streets of Athens yesterday in a protest calling for the EC not to recognise Macedonia

## Million Greeks protest over Macedonia

By Laura Silber

MORE than 1m Greeks gathered in Athens yesterday to demand that the international community withhold recognition from the former Yugoslav republic of Macedonia unless it changes its name.

The crowd carried banners and shouted "Macedonia is Greek, Learn Your History" and "Macedonia has been Greek for 3,000 Years".

Greece fears unrest if its

neighbour is recognised as Macedonia. The unease is fanned by the former Yugoslav republic's adoption of the Macedonian star as its emblem.

Greece has blocked recognition of the republic on the grounds that the name Macedonia is exclusively Hellenic property and implies territorial pretensions on its own northern province of Macedonia.

Macedonian leaders say the blocking of recognition has increased instability in the former Yugoslav republic. If

Greece continues to block recognition, they plan to take their case to the United Nations.

The Macedonian parliament yesterday postponed a decision on changing the name of the republic in order to gain international recognition.

Yesterday's parliamentary debate was an effort to push European leaders to grant Macedonia diplomatic recognition at the Edinburgh summit.

Mr Hristo Nikovski, under-secretary of the Foreign Ministry, yesterday warned: "We will look to the UN... This situation is feeding nationalists from all sides - inside and outside Macedonia."

Greece is maintaining an unofficial blockade of Macedonia, holding up deliveries of oil. "We are facing a complete blockade. We are blocked by the sanctions against Serbia to the north, and Greece from the south," said Mr Nikovski.

A European diplomat yesterday said he did not expect formal recognition of Macedonia by all EC members at Edinburgh. But "recognition is still possible on an individual basis or Macedonia will present its case at the UN."

The UN Security Council is expected today to approve the deployment of 700 troops to prevent bloodshed if violence erupts on frontiers between Macedonia, Serbia and Albania.

## UN may enforce no-fly zone, says Owen

By Sheila Jones in London and David White in Brussels

MILITARY action may be needed to enforce the no-fly zone over Bosnia if efforts to secure compliance through negotiation fail, peace mediator Lord Owen said yesterday.

Mr Radovan Karadzic, the Bosnian Serb leader, had been warned that if his forces continued to flout the no-fly zone, imposed by the United Nations last October, the UN security council would be called on to consider enforcement. Lord Owen told a UK parliamentary

select committee in London.

"The patience of the world is not limitless and the strengthening of military action might be necessary," he said.

Lord Owen said enforcement could still be achieved through negotiation but if flouting of the ban continued "despite constant warnings, we would be forced to enforce it".

Enforcement of the no-fly ban was the only military option the international community should be considering at the moment, but it had to retain the option of force to bring about a settlement in

the former Yugoslavia.

Mr Malcolm Rifkind, UK defence secretary, cautioned yesterday over military measures to enforce the no-fly zone. He told NATO colleagues that any action against Serb helicopters or aircraft could endanger UN troops on the ground.

British officials indicated that the position was broadly supported by other allies.

They added that no proposals had been put forward by defence ministers on new ways of resolving or containing the Bosnian conflict.

NATO military authorities were undertaking preparatory work to ensure they were better placed to respond to any new request from the UN to help the peacekeeping effort. They said the political mandate for further action had to come from the UN.

Moves to strengthen NATO's role in assisting peacekeeping efforts are to be formalised by allied foreign ministers next week, including France.

US officials said yesterday it was unlikely that Washington would earmark military units for peacekeeping.

Lord Owen told the select committee yesterday that the strength of feeling in the Islamic world about the killing of Muslims in Bosnia should not be underestimated. Substantial quantities of arms supplies had got through to Muslims defending themselves against Serb forces, but these were mainly light and unsophisticated weapons.

Bosnian foreign minister Haris Silajdzic said at peace talks in Geneva yesterday he hoped US President-elect Bill Clinton would lift the arms embargo on Bosnia.

## Italy moves on plan to shake up civil service

THE government of Mr Giuliano Amato yesterday approved a decree designed to revolutionise the work habits of Italy's pampered and inefficient 3m civil service, writes Robert Graham in Rome.

The reform envisages the introduction of performance-monitored work contracts, greater departmental responsibility, harmonisation of pay structures, staggered hours, greater job flexibility and the state's right to sack. The philosophy behind the measures is to impose private-sector principles of work on civil servants and to reverse the situation whereby the public must be beholden to them for the favour of their services. Mr Raffaele Costa, minister for EC affairs and in charge of the reforms, described the decree as "a great step forward" which in the medium term would raise the civil service to EC levels. The shake-up of the public administration was one of four main reforms of the Amato government endorsed by parliament two months ago in a vote of confidence.

Those out of work for more than a year account for about half of the EC's 16 million unemployed, compared with only 6 per cent in the US and 18 per cent in Japan, according to the London-based Employment Policy Institute.

These "outsiders" in the European jobs market cease being part of the effective

## Raids on neo-Nazi suspects

By Quentin Peel in Bonn

HUNDREDS of police in six German states raided the homes and offices of suspected neo-Nazi yesterday, as the government stepped up its crackdown on racist violence and right-wing extremism.

Mr Rudolf Seiters, the interior minister, banned a second neo-Nazi organisation, the German Alternative (DA), and the federal prosecutor arrested two members of a self-styled militia group, called the "Werewolf Hunting Unit".

The moves came as Chancellor Helmut Kohl led the Ger-

man parliament in its strongest and most united condemnation of the rash of racist attacks on foreigners and asylum-seekers' hostels.

The number of attacks on foreigners has risen from 2,462 last year, to 4,587 recorded so far this year, according to the federal investigation office.

Mr Kohl said the country was facing a "terrifying increase in violence", in which there was no justification for anyone to indulge in violence. "Those who believe that they can change our country by creating a climate of intimidation and fear are fooling them-

selves," he said. Mr Seiters denounced the DA as a neo-Nazi organisation particularly active in eastern Germany.

Police immediately launched raids on the homes and offices of an estimated 300 members in Berlin, Brandenburg, and Saxony, in the east, and Hesse, North Rhine-Westphalia and the Rhineland-Palatinate in west Germany.

The organisation was to contest local elections in east Germany, and propaganda documents, as well as a motley arsenal of weapons, such as a sawn-off rifle and a starting pistol, were seized in the raids.

## Many long-term jobless never employed

By David Goodhart, Labour Editor

NEARLY 40 per cent of European Community citizens unemployed for more than one year - about three million people - have never had a job, according to the European Commission.

The vast majority are under 25 and concentrated in the southern EC states. In Italy, 78 per cent of those unemployed

for a year or more have never had a job and in Greece the figure is 65 per cent.

Those out of work for more than a year account for about half of the EC's 16 million unemployed, compared with only 6 per cent in the US and 18 per cent in Japan, according to the London-based Employment Policy Institute.

These "outsiders" in the European jobs market cease being part of the effective

labour supply and cannot act as a constraint on wage bargainers, argues the EPI in an analysis of European unemployment published today.

The EC Commission expects EC unemployment, which is just under 10 per cent, to rise to 11 per cent and to remain there until 1996. Only the Netherlands has seen its unemployment rate fall since 1980, from 7.3 per cent to 6 per cent. The Commission projects

that the population of working age will rise by between 3 per cent and 5 per cent over the next 10 years and then remain virtually static until 2010.

The EPI expects most new jobs to come in the service sector and a further shift away from unskilled employment. That will intensify the need for vocational qualifications, it says. About two-thirds of EC workers have a vocational qualification, although less

than half of UK workers do.

EC member states spend on average 2.25 per cent of GDP on the unemployed, of which nearly two-thirds goes on "passive" assistance such as benefit and one-third on "active" assistance such as counselling. The EPI argues that these proportions must be reversed. "Unemployment" by Europe, Employment Policy Institute, Southbank House, Black Prince Road, London SE1 7SL.



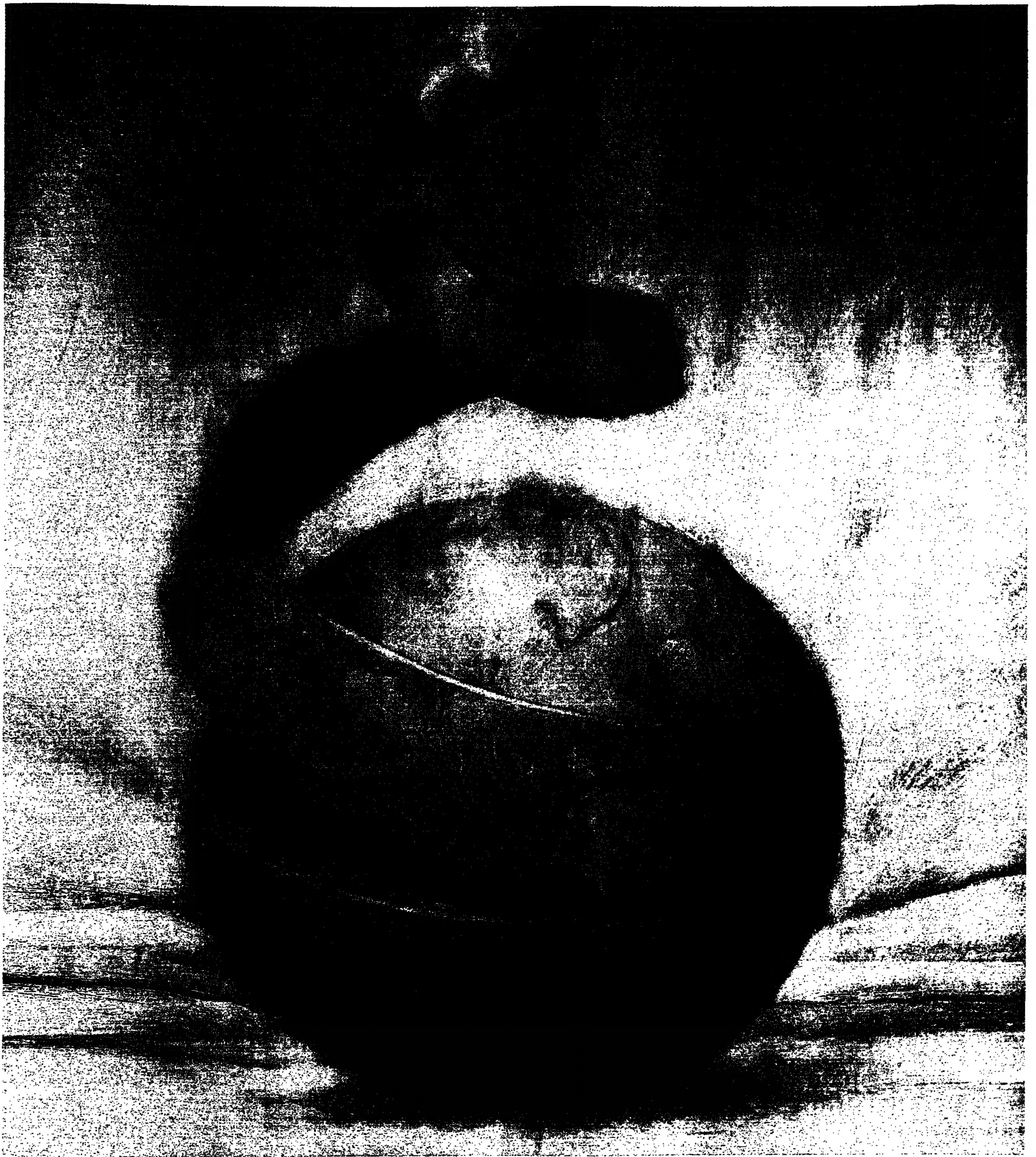
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## NEWS: INTERNATIONAL

## Rao outlaws five religious militant groups

By Stefan Wagstyl and Reuter in New Delhi

INDIA yesterday acted further to suppress riots which have swept the country since Hindu militants stormed the Ayodhya mosque, though the death toll continued to mount.

The government last night outlawed three Hindu groups - the militant Rashtriya Swayamsevak Sangh (RSS), or

National Service Corps) and the Vishwa Hindu Parishad (VHP, or World Hindu Council) as well as the nationalist Bajrang Dal.

An official in Delhi said the ban followed their participation in Sunday's attack. Two Moslem fundamentalist groups, Swayam Sevak and Jamaat-e-Islami, were also prohibited. All five were accused of "promoting disharmony or

feelings of enmity, hatred or ill-will between different religions."

The move follows a pledge by Mr P V Narasimha Rao, prime minister, to place a ban on religious militant activist groups. He has not yet indicated how he plans to fulfil a second commitment, to rebuild the Ayodhya mosque.

Speaking before the bans were imposed, Mr Rao said

reports indicated "a perceptible change for the better" in communal unrest. Mr Rao pledged that the crisis would not derail the country's wide-ranging economic reform programme.

"The speculations that the reforms are being shelved are absolutely unfounded."

Sunday's assault on the mosque in Ayodhya, northern India, took place during a mass rally organised by the militant

Hindu Bharatiya Janata Party, the main opposition party. Mr L K Advani and Mr M M Joshi, the two top BJP leaders, who are under arrest for allegedly inciting religious conflict, were yesterday remanded in custody for a week.

By late yesterday 950 people were reported to have been killed, according to the Press Trust of India, up from 750 on Wednesday.

Reports from Bombay, the country's commercial capital and scene of the worst violence earlier this week, indicated the authorities had managed to reimpose order in many districts, though sporadic street fights continued.

In Calcutta, however, the army was called in for the first time, to take control of six of the city's 35 police districts.

## US hopes for quick fix meet Somali reality

By Julian O'Connell in Mogadishu

THE US plunged into the labyrinthine and unstable world of Somali politics yesterday when it brokered meetings between two of Somalia's rival warlords.

Since the beginning of the military humanitarian operation in which would avoid playing a political role. Now, on day two of the operation, the US State Department has grasped the reality that a political solution is fundamental to ending starvation in the conflict-torn country.

It may be a move it will live to regret.

Complicated and bitter clan rivalries and a fiercely individualistic culture have fuelled the civil war. The four main clans in the country, which themselves divide into sub-clans, have forged militias and formed shifting alliances with the country's warlords.

The face-to-face meetings between Gen Mohammed Farah Aided and Ali Mahdi Mohammed, who control different parts of war-torn Mogadishu, will start today at the gutted US embassy.

The talks will be attended by Mr Robert Oakley, US ambassador-at-large, and will be the first since the two men started fighting each other last November.

The US will guarantee the security of today's talks and act as broker to a settlement which has eluded the best efforts of the United Nations for more than a year.

Somali political experts agree that reconciling Gen Aided and Mr Mahdi - who claim allegiance from two different sub-clans of the Hawiye clan, the Habir Gidir and the Abgal - is the critical first step to a wider national reconciliation. Both men claim to be the genuine legitimate leaders of the United Somali Congress, the politico-military movement which forced former dictator President Mohammed Siad Barre out of power in January 1991.

Once the split in the USC is repaired it will then be possible to attempt to heal the internal divisions in other loose clan-based political movements before moving forward to a national conference to pave the way to an interim government followed by elections.

But the first step of the process will be difficult. The conflict between Gen Aided and Mr Mahdi is largely a personal power struggle supported by their two sub-clans. The men hate each other and the bitterness of 13 months of brutal urban warfare will be near impossible to overcome. Many Somalis believe a solution will unfold only once the two warlords have withdrawn from centre-stage - a move unlikely to be considered by either man.

The clans have no fundamental political, ideological, religious, ethnic or linguistic differences. But there have been clan disputes through Somalia's history, often over water holes and pastures, scarce resources in a drought-plagued land.

A political solution will have to be based on movements representing the interests of the four leading clans - the Hawiye, the Darod, the Rahanweyne and the Isak.

"Clan divisions will never vanish. They are the nuts and bolts of Somali society. Therefore the world must work on that basis," says Dr Osman Guled, a political scientist.

Dr Guled adds that the inclusion of powerful Somali merchants will be vital for a successful political process, as will working out a plan for the future equitable distribution of resources and territorial authority for each of the main clans.

Confidence building, establishing transparent, impartial and objective institutions of civil society, and getting reconstruction and development under way will also be vital. The process is bound to take a long time and "the patience and resources of Washington, which is eager for a quick solution."

## BJP sees Ayodhya as desperate rallying call

Stefan Wagstyl reports from New Delhi on the aspirations of India's Hindu militant opposition party

MR Kewal Ratan Malkani, vice president of the Bharatiya Janata party, the radical Hindu party whose militant supporters stormed the Ayodhya mosque at the weekend, scores the view that the incident will backfire against the BJP.

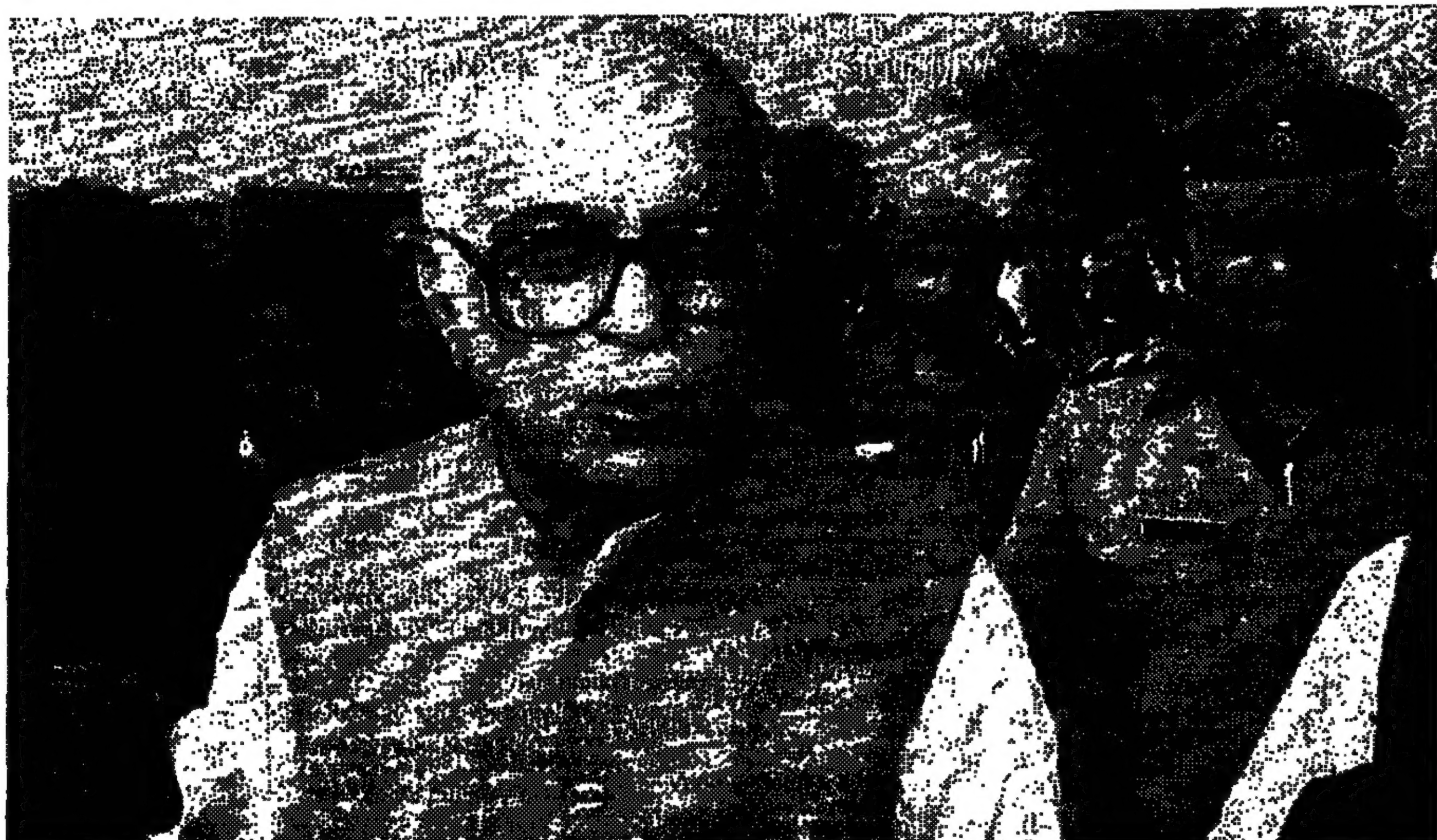
"It is only the upper classes who are shocked by this. The masses are delighted," he said at an interview yesterday. "Look at Maharashtra (the state which includes Bombay and has born the brunt of the post-Ayodhya violence). If we had an election there tomorrow we would win."

The Delhi intelligentsia believes that Mr Malkani is quite wrong. Newspaper commentators insist that most Indians will now reject the BJP on the grounds that it foments intolerance. But the BJP has long learnt to do without the support of commentators.

Mr Malkani's boasts reflect the party's defiant mood. The crisis has suddenly focused its energies. All the arguments over strategy and tactics which have dogged it over the past year as it saw its popularity waning have been set aside. So clear is the aim of advancing Hindu nationalism that even the arrest of two BJP officials, including Mr L K Advani, the leader, for alleged incitement of religious hatred, has barely curtailed the party's activities.

Today the BJP plans to stage demonstrations at the Pakistani and Bangladeshi High Commissions to protest against the destruction of Hindu temples in those countries.

Mr Malkani was outraged by the suggestion that Moslems were merely reacting to the Ayodhya assault. "They started this. Nobody is as patient as a Hindu but there



Mr L K Advani, a former BJP leader, talks to reporters after he was arrested and brought to a makeshift court in Akbarpur

are limits to our patience."

Mr Malkani said he regretted that the assault on the mosque was against the law. He also regretted the violence which has since swept India. But he accepted none of the responsibility. Instead, he blamed the government of Mr P V Narasimha Rao, the prime minister, and on the courts for repeatedly delaying settlement of long-standing Hindu claims to the mosque site.

He also blamed Moslems for allegedly promoting intolerance. "They smashed 3,000 temples (in the conquest of northern India). We want just

three back." The three are at Ayodhya, and at Mathura and Varanasi - two other Hindu holy cities where mosques stand on disputed sites.

Mr Malkani, who is 71 and has spent his life working for militant Hinduism, speaks like a man who knows that if the BJP cannot fire Hindu passions now, with the Ayodhya issue burning, perhaps it never will.

The BJP was formed in the early 1980s out of politicians linked to the Rashtriya Swayamsevak Sangh, the well-disciplined Hindu militant group which was one of three Hindu organisations banned last

night. It sought to offer an alternative to the dominant Congress (I) party. But it won just two lower house parliamentary seats in the 1984 general elections.

However, in 1988, Mr Advani began to fan the flames of the Ayodhya controversy. He also exploited growing disillusion with the Congress party's secularism which had united Indians during the struggle to build post-independent India but now seemed sterile.

He won particular support from upper-caste Hindus, some of whom felt they were losing status as economic modernisation

opened more opportunities to the low-caste masses. The party's financial strength came from many small shopkeepers and tradesmen, who felt Congress pampered the big corporations at their expense.

The BJP tried to make its ideology coherent. Mr Advani said it was a "nation first" party. Ideologues explained India should reject secularism and become an overtly Hindu nation. Historians rewrote parts of India's past to emphasise, for example, the role of Hindu princes, instead of Moslems, in opposing British rule.

Even maths was not spared -

the Pythagoras theorem was attributed in one BJP-sponsored textbook to Baudhayan, an Indian mathematician who allegedly discovered it 450 years before Pythagoras.

In last year's general election, the BJP secured 119 seats out of 543, making it the second largest party after Congress. It also won control of the state government in four states - the first taste of real power.

However, the BJP then lost ground. It was unlucky in being unable seriously to challenge Mr Rao's economic reforms - a key issue over the past 18 months. BJP leaders were early fans of economic deregulation but the prime minister stole their clothes.

The party's clean image was sullied by divisions between leaders and a minor sex scandal. In governing states, it suffered from inexperience.

Moreover, even as they were wooed by the cause of Hindu unity, Hindus could hardly forget their many differences - including caste, language, wealth and regional origin.

Without Ayodhya, it was difficult for the BJP to offer enough to hold them together. This autumn, when the Ayodhya conflict had temporarily gone quiet, an opinion survey showed just 14 per cent of those polled wanted Mr Advani as prime minister, against 49 per cent for Mr Rao.

Mr Pran Chopra, a leading political analyst, is convinced Mr Advani's rating has fallen further this week. "Ayodhya will damage the BJP's share of the total vote. The feelings of committed supporters may have hardened, but the party will lose mass support," Mr Chopra believes the voice of moderation will prevail - a view shared by other analysts.

## NEWS IN BRIEF

## Rioting spreads to Yemeni capital

RIOTING spread to the Yemeni capital Sanaa yesterday and police fired shots in the air and tear gas to stop hundreds of demonstrators reaching the presidential palace, Reuter reports from Sanaa.

Witnesses said rampaging crowds set fire to government-owned cars. Dozens were arrested and some were beaten by police before being put on trucks and taken away.

In Taiz, 260km south, security forces opened fire on rioters protesting at price increases on Wednesday, killing up to nine people and wounding 28.

The disorders were the worst in Yemen since the north and south merged in 1990. There was no immediate indication why the riots spread to the capital. Strikes and demonstrations to demand more pay and a price freeze on essential foodstuffs have dogged Yemen since unification.

## Aid promised to Mozambique

International donors yesterday promised Mozambique \$760m (£500m) in aid for its long-term reconstruction programme and indicated that more would be offered at a peace conference in Rome next week, Reuter reports from Paris.

The World Bank said the \$760m included around \$137m in food aid, with the rest intended for various economic and social projects plus import support. Mr Keesa Comiche, Mozambique's finance minister, said he was hoping for total external support, including a Paris Club debt rescheduling, of around \$1.2bn in 1993.

## Boudiaf was 'conspiracy' victim

The murder last June of Mr Mohamed Boudiaf, the Algerian acting head of state, by one of his bodyguards was a conspiracy that mainly benefited radical Moslem movements, according to a commission of inquiry set up by the country's leadership writes Francis Gihlis in London.

The 118-page report has not been published, but Mr Rezzag Bara, the commission chairman, said on state television that the conspiracy was put together "by those whose interests were threatened."

A total of 30 members of the Algerian security forces have been charged with "serious negligence" in placing Lt Lembrek Boumaral, the assassin, who was known for his support for radical Moslem views, in a group whose duty was to protect a man well known for his opposition to such views. The inquiry did not determine whether the negligence was deliberate.

No senior Algerian has publicly accused the now banned Islamic Salvation Front (FIS) of murdering Mr Boudiaf. Indeed, some have privately told western officials that the FIS is not to blame. The FIS for its part has never claimed responsibility.

## Australian unemployment worsens

Australia's unemployment rate worsened yet again in November, rising 0.1 per cent to a new post-1930s record of 11.4 per cent, accentuating the depth of the country's economic recession, writes Bruce Jacques in Sydney.

Australian Bureau of Statistics figures showed the total number of people in work fell from 7.71m to 7.64m. Mr Kim Beazley, the federal employment minister, said economic growth of at least 3 per cent was needed to begin to cut the unemployment rate. Last month the Australian government shuffled spending programmes already announced for the next 18 months, adding about A\$182m (£82m) to job creation schemes.

The unemployment burden was spread unevenly across Australia's states, with the biggest growth in South Australia, where the level rose from 11.4 to 12.2 per cent. The rate in Victoria rose from 11.5 to 12.1 per cent. Western Australia achieved a cut from 11.3 to 10.6 per cent.

## UK-China talks make no progress

By Simon Holberton in Hong Kong

THREE days of talks between Britain and China about Hong Kong's future ended yesterday with the two sides still sharply divided on the issue of political reform and having made no progress on other matters.

The deadlock between the two was underlined by China's insistence that the Sino-British Joint Liaison Group (JLIG) not issue a joint communiqué - a break with past practice - and by its reluctance to approve any agreements with the UK concerning Hong Kong.

Explaining Beijing's position, Guo Fungmin, the leader of the Chinese side, said: "The basis of co-operation between the Chinese and British governments has been severely undermined."

He again called on the British government to withdraw Governor Chris Patten's proposals for more democracy in the colony's 1995 elections. Only then could co-operation be restored, Guo said.

Mr Tony Galsworthy, leader of the British team, said he had told the Chinese side that Britain was willing, without preconditions, to discuss with China the conduct of Hong Kong's 1995 elections.

"We do not insist that Mr Patten's proposals should form the sole basis of such discussions: we are prepared to discuss any aspect of this subject which the Chinese side wish and any ideas which they wish to put forward, as well as any areas where they feel Mr Patten's proposals might be contrary to the Basic Law."

He made plain that this offer could be taken up by the Chinese at any level. "I'm quite sure that Mr Patten and the British government would make every effort to solve this impasse," he said.

Mr Galsworthy said the atmosphere of the three-day meetings had been generally courteous. The Chinese, however, displayed "great rigidity" in their position on the substance of matters and there was "no progress to speak of."

The Hong Kong stock market continued to be unsettled by the tension. The Hang Seng index fell 55.46 points, or 1.2 per cent, to close at 5,273.79.

## Japan's downturn reaches the provinces

Charles Leadbeater visits a quiet town caught in the fallout of the deflating bubble

THE coastal scrubland of Uchinada-machi does not look worth ¥3.5bn (£20m). Yet that is what Daikyo, the property developer, paid for the sand hills overlooking the Japan Sea where it planned to build a dream resort with a 28-storey hotel, apartment block, amusement arcades and shopping malls.

The project, which the local government approved in the teeth of fierce opposition from local environmentalists, was to have cost ¥900bn.

This autumn Daikyo announced that the dream conceived in the years of Japan's "bubble" economy was being postponed for at least a year and a half. Most local people believe the sand dunes near the city of Kanazawa will remain no more than that.

The resort was the most striking example of how Kanazawa became partly caught up in the bubble despite its deep-rooted conservatism. Now it is starting to feel the impact of the bubble's deflation and the economic downturn which has followed in its wake.

The spread of the downturn to the provinces is likely to be one of the main themes of the Bank of Japan's influential quarterly report on the state of the Japanese economy which is published today.

The report is likely to show that business confidence in the final quarter of the year reached lows not seen since the recession caused by the first oil shock almost a quarter of a century ago.

A crucial budget bill to stimulate Japan's sluggish economy became law yesterday after clearing a final hurdle in the upper house of parliament, Reuter reports from Tokyo.

The ¥2,070bn (\$11bn) supplementary budget, approved by the lower house 10 days ago, was passed just before parliament was due to close. Mr Kichiji Miyazawa, prime minister, had been under pressure to win approval of the budget, some of which will go towards implementing the ¥10,700bn emergency economic package.

Kanazawa was on the fringes of the bubble. Land prices there rose by 29 per cent in a year at their peak, compared with rises of more than 90 per cent in the large cities. The town's quiet streets saw a few Mercedes-Benz cars with striking example of how Kanazawa became partly caught up in the bubble despite its deep-rooted conservatism. Now it is starting to feel the impact of the bubble's deflation and the economic downturn which has followed in its wake.

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ment building in the centre of the city overlooking an avenue of trees, Mr Yachi Nakamichi, who has been the governor of the Ishikawa prefecture for 30 years, said: "There was too much money around and people believed that whatever they produced would be sold because the economy had always grown so fast they could sell whatever they made."

Many in Kanazawa believe the bubble's collapse should mark a moral turning point back towards the values of thrift, hard work and self-reliance which most older people regard as the cultural roots of Japan's economic success.

Mr Ryozo Koshijima, the president of the local chamber of commerce, explained: "We stick to our own business in this area without buying stocks and shares or making a huge surplus for ourselves. The character of this area is hard-

working, stable, calm people."

However, in spite of this cultural inoculation against "bubble values", Kanazawa has not been able entirely to escape the economic consequences of the bubble's deflation.

Local industry, which is based on machinery making, is being hit by cuts in capital investment and exports. Domestic sales of Tsudakoma, the leading international textile machinery maker, are 20 per cent down in the past few months compared with the same period last year and exports fell by 15 per cent with slowing demand from Asia and Europe.

According to Mr Shinsuke Taka, Tsudakoma's general manager, "this downturn is probably worse than previous recessions because we are facing slower demand at home and abroad."

The local Hokkoku bank's conservatism has stood it in good stead. By lending to property developers was limited. As a result it has one of the strongest capital bases among Japan's banks.

Yet Mr Takaaki Aikawa, a senior executive, acknowledges that caution in "making it increasingly reluctant to lend to companies in trouble. There were 43 bankruptcies in the area in the third quarter, more than double the number in the first three months of the year."

The local labour market is still very tight, with 148 job offers for every 100 job applicants, compared with a ratio of 80 to 100 in Tokyo. Yet in spite of this the air of caution is

spreading into the high street.

Mr Hashiba of the Daiwa store which dominates the centre of the town, explained: "People are becoming much more choosy, buying a shorter coat for winter because it is cheaper, ankle boots instead of knee-length boots. They are still spending but they are cutting back."

Daiwa's sales growth is slowing and retail sales in the region fell for the first time in September. Even the prefecture's tourist economy is being hit, with visits to the region's hot springs resorts down by 10 per cent.

Kanazawa watched the rise and fall of the bubble economy as a financial bubble in the big cities which little concerned it. Its strength rests upon its world class manufacturing companies such as Tsudakoma and Komatsu, the construction equipment manufacturer.

In the wake of the bubble's deflation the gyrations of the stock market can still provoke a sense of crisis in Tokyo. In Kanazawa there is quiet caution as its economy shrinks with companies producing and investing less. Consumers spending and banks lending less.

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## US set to reclaim chip sales top spot

By Michio Nakamoto

THE US semiconductor industry could reclaim top place in world market share this year for the first time since the Japanese took it over in 1985, industry analysts say.

This expected reversal, the first in seven years, is a triumph for US efforts to boost its electronics capability; it comes as the US semiconductor market has grown while Japan's has shrunk.

This year, the US chip market is expected to have grown by over 15 per cent, with Japan's likely to have declined 10 per cent, according to Dataquest, the high technology consultancy.

Against this background, "you can easily draw the conclusion that US companies will gain share at the expense of Japanese companies," Mr Jim Eastlake, associate director of Dataquest in the UK, says.

Strong demand for memories and microprocessors from the personal computer market is why the US market has grown this year, he adds.

The US companies Dataquest expects to have increased market share are Intel, Motorola, and Texas Instruments, numbers three, four and six in the 1991 rankings. NEC had top spot in 1991, where it has been since 1985, followed by Toshiba. Hitachi was fifth.

Intel, which is investing heavily in R&D and capital spending is likely to continue to grow, Mr Eastlake says. It is investing \$2.5bn (£1.5bn) in combined R&D and capital expenditure, more than the total such spending being undertaken by the top three European chip makers - Philips, Siemens and SGS-Thomson - and more than the entire revenue from semiconductor businesses for Philips or Siemens in 1991.

R&D and capital spending by the top 10 Japanese chip companies totalled \$10.5bn this year, against \$2bn for Intel alone. NEC's R&D and capital spending was \$1.5bn, with 1992 Japanese spending expected to be flat.

## 'Rusty' Gatt talks run against the clock

By Frances Williams in Geneva

TRADE negotiators in the Uruguay Round of trade liberalisation talks are casting doubt on the feasibility of concluding a "political" package by the end of the year as had been hoped. However, they remain determined to finish the round before March when the US administration's negotiating mandate runs out.

Little progress has been made since the Uruguay Round resumed in Geneva on November 26, following the deal on farm trade between the US and the European Community. The US, EC and Japan have complained that trading partners have not shown the necessary sense of urgency. "We have some difficulty putting the machine in

motion; perhaps it has become too rusty," said a senior EC official. "It is looking increasingly difficult. A lot of issues are not close to being resolved," a top US negotiator confirmed.

The Geneva talks have been in abeyance for nearly a year while the two giant traders bargained over farm subsidies. The US and EC have also yet to present draft tariff schedules reflecting their November accord, without which the hard bargaining on reducing tariff and non-tariff barriers to goods imports cannot begin in earnest. The EC schedule is due next Tuesday.

Negotiators agreed to seek a "political" conclusion to the round by Christmas - that is, to complete the package of fair trade rules covering 15 broad trade sectors and decide on "the overall shape, content and value" of specific trade liberalisation commitments for goods and services. This would be followed by a few weeks of "tidying-up" work.

However, none of the remaining problems has been resolved. Battles lie ahead over Japanese rice and some other farm issues. In services, where the EC yesterday presented a revised liberalisation offer, negotiators disagree on such key sectors as maritime transport, audiovisual services, telecommunications and financial services.

## Steps to steel pact gather pace

OFFICIALS from about 30 countries were last night due to finish two days' talks on a multilateral steel agreement, the first negotiating meeting since negotiations broke up without a deal last March, writes Frances Williams in Geneva.

Countries are expected to agree further meetings in a bid to finalise a deal by next February, when the Uruguay Round of global trade talks is due to be concluded. But the US and EC remain far apart on how to treat steel subsidies and dumping in the proposed accord. The EC insists a deal must address the present state of US anti-dumping and anti-subsidy suits, while the US argues the MSA should apply only to future actions.

If agreed, the MSA would phase out steel tariffs over 10 years, scrap non-tariff barriers and outlaw direct state subsidies for steel production. But disagreements exist over how far indirect subsidies, and curbs on US recourse to anti-dumping and subsidy action, should be allowed.

## Eurofer in beam 'dumping' call

Eurofer, the European steel producers' federation, is to complain to the European Commission about alleged steel beam "dumping" by Hungarian, Polish, Romanian, Czech and Slovak manufacturers, writes Andrew Hill in Brussels. The Commission pledged last month to speed anti-dumping procedures to help the industry, hit by cheap imports from eastern Europe and the ex-Soviet Union.

## Taiwan pledge

Taiwan's China Steel, the island's largest steel maker, said yesterday it would invest \$787.35bn (£1.75bn) to boost output capacity 45 per cent over the next five years. Reuters reports from Taipei. The company expects steel demand in Taiwan to rise by 1m tonnes a year over the next few years.

## Shell seeks Singapore expansion

By Paul Abrahams

SHELL Eastern Chemicals, Shell Chemicals' Asian subsidiary, has announced it intends to ask its board next year to approve a \$1bn (£385m) styrene monomer and propylene oxide complex in Singapore.

The complex, one of the most important recent investments in Singapore's rapidly growing chemicals industry, would start production in 1997.

It would have an annual capacity of 320,000 tonnes for styrene monomer, 140,000 tonnes propylene oxide, 80,000 tonnes polyols and 30,000 tonnes propylene glycol. Shell hopes to build it at Pulau Seraya, one of four islands designated for Singapore's petrochemical expansion.

Trichem, the London-based consultants, said the Asian propylene oxide market was fairly healthy, although South Korea had recently brought on line a plant and Japan was planning capacity expansion.

However, although there was a shortage of styrene in Asia, global overcapacity remained a problem. Styrene operating rates could fall to about 80 per cent in 1995, after which they should rise at between 1.5 per cent and 2 per cent a year.

Meanwhile, Shell Overseas Investments, a holding company owned by Royal Dutch Shell, said it was extending its shareholding in Petrochemical Corporation of Singapore from 30 per cent to 50 per cent. The shares were previously held by Temasek Holdings.

## Building faith in EC anti-trust system

Guy de Jonquieres and Andrew Hill on competition policy reform

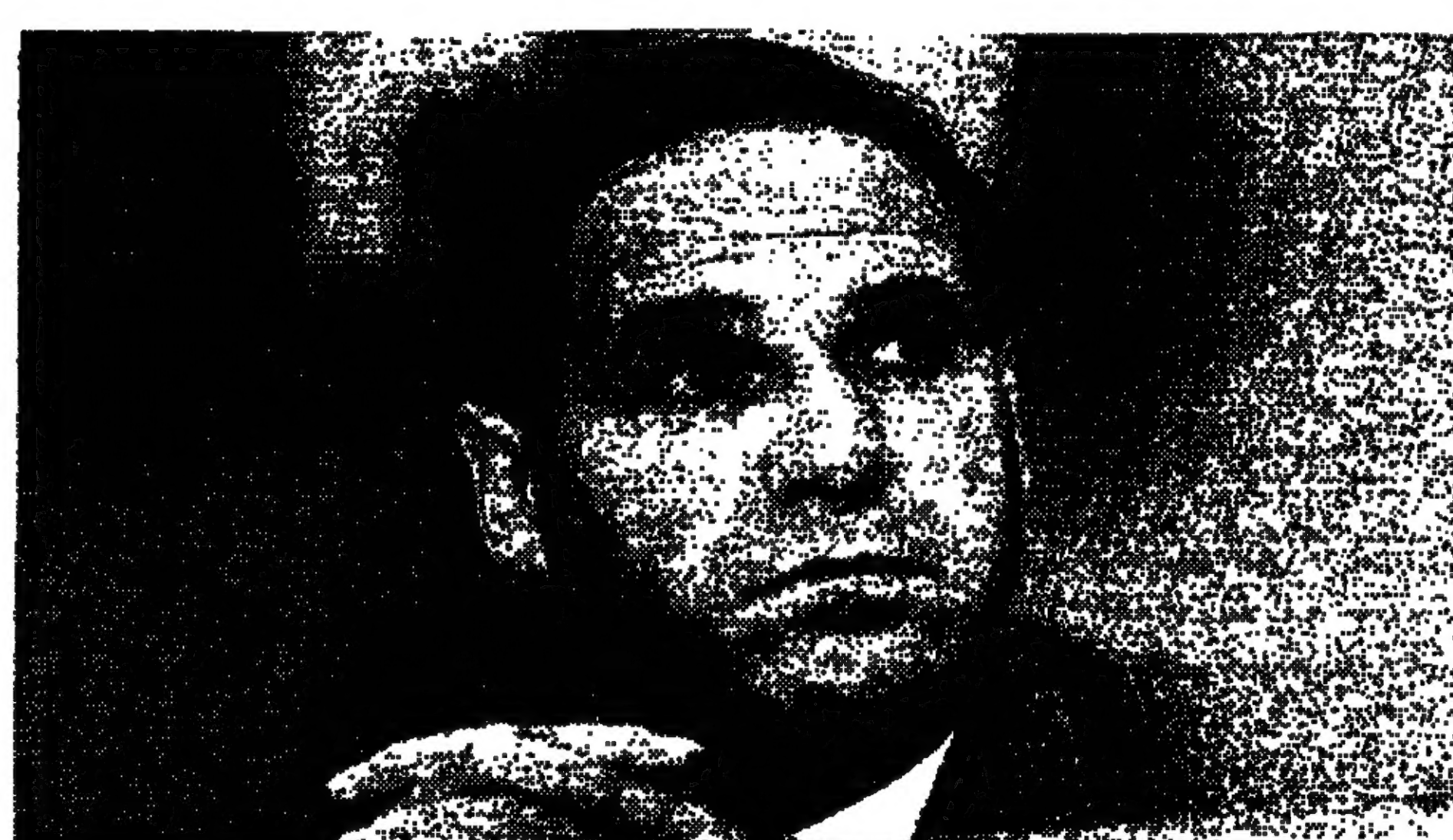
IN THE anguished debate over subsidiarity, few EC officials tread a more delicate line than Sir Leon Brittan. As competition commissioner, he has a pivotal role in policing the single market. Yet the job's far-reaching legal powers also make it a natural target for those who accuse Brussels of unwarranted intervention in EC member states' affairs.

This week, Sir Leon attempted to strike a fresh balance by seeking more authority in one area while offering concessions to critics in others. Whether or not he remains in his current job beyond the end of this year, his proposed reforms appear intended as a blueprint for the future evolution of EC competition policy.

Sir Leon wants to expand the Commission's authority over mergers to cover smaller deals. That would require approval by member governments, which will review the workings of the two-year-old EC merger regulation next year.

At the same time, he promised to devolve to national authorities more responsibility for handling EC competition cases, and to accelerate Brussels' notoriously long-winded procedures for dealing with anti-trust cases which fall outside the merger regulation.

In theory, this last proposal could have substantial and immediate consequences for European business. It also represents Sir Leon's most concrete response yet to arguments that the Commission's methods are too slow and opaque, and that its respon-



Brittan: seeking more authority, to be exercised more efficiently

bilities should be transferred to an independent EC competition body.

Commission investigations into cartels, illegal pricing agreements and other monopolies cases rarely take less than 18 months, and often much longer. Furthermore, many companies which voluntarily seek Brussels' opinion on the legality of business arrangements never receive a reply.

"Accelerated procedures are desperately needed," says Mr Richard Coles, solicitor at ICI, the UK industrial group, which waited several years in the 1980s for the Commission to clear a joint PVC venture with Enichem of Italy.

It is the Commission's efficient handling of cases under

the merger regulation that has prompted increased complaints about its shortcomings in other areas of competition policy.

The regulation is administered by a special task force, which must say whether it objects to a deal within a month after it is notified. If it does, it then has a further four months to make an in-depth investigation.

Sir Leon now proposes to extend this "two-stage" deadline system to the rest of the EC competition directorate's work. The new regime will start on January 1 for joint venture inquiries and on April 1 for all other types of case.

But will the roughly 100 Commission anti-trust experts

who will be charged with making the new system work be able - or willing - to deliver? Some outside experts say they detect evidence of bureaucratic resistance within the competition directorate.

In any case, the new deadlines, unlike those imposed by the merger regulation, have no statutory force. Sir Leon says that to make them legally binding would require extra cash and personnel which, he admits, EC governments are in no mood to provide.

Some lawyers in Brussels also believe the deadlines may increase still further the competition directorate's workload by encouraging more companies to submit proposed business agreements

Much the same as you, no doubt. Robin Lane Fox solves the mystery of British Rail and The Wrong Sort of Trees. Why did BR's top management try to conceal the origin of its fake figs trees? Who knew that £100,000 had been signed away for them? How did cash find its way to the middlemen in China who control the exotic trade in bogus silk leaves?

The Finance and the Family team analyses the stock market's best and worst performers of 1992

## What is the FT getting up to this Weekend?

Philip Crowe discusses the Church of England's historic difficulties in relation to separation and divorce, and explains what he thinks Jesus really said.

Jancis Robinson completes her list of the best wine buys from the supermarkets

The FT music critics find something for (almost) everyone's stocking among the year's releases of compact disks

And so it goes on....

Weekend FT  
Saturday, December 12

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## LEGAL NOTICES

### NOTICE OF MEETING OF CREDITORS

THE INSOLVENCY ACT 1986

COMPANY NUMBER: 2535000

NOTICE IS HEREBY GIVEN pursuant to Section 56 of the Insolvency Act 1986 that a meeting of creditors will be held at 21, Cannon Road, London SW7 5BN on 15th December, 1992 at 11.30 a.m. for the purpose mentioned in Section 56 and 100 of the said Act.

Creditors wishing to vote at the meeting must lodge a proxy, together with a statement of their debt, at the offices of Robert French, Bryanston Court, Station Hill, Hove (Hove), Hove BN1 9AT on or before 14th December, 1992.

A list of the names and addresses of the company's creditors will be available for inspection, free of charge, at the offices of Robert French, 5th City Place, London EC7Y 5AU on the 11th and 12th December, 1992 between the hours of 10.00 and 16.00 hours.

Dated this 7th day of December 1992.

Mark Lush, Director

## COMPANY NOTICE

### THE ROYAL BANK OF CANADA

U.S. \$300,000,000 Floating Rate

Debenture Notes due 2006

NOTICE IS HEREBY GIVEN that for the Interest Period commencing on 14th December, 1992, the Notes will bear interest at the rate of 3 3/4% per annum. The interest payable on 15th March, 1993 against Coupon No. 28 will be U.S. \$5,557.16 per U.S. \$1,000 nominal.

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### FONDO DE INVERSIONES DE VENEZUELA

In relation to the privatization of the La Rinconada Racecourse, the Venezuelan Investment Fund (Fondo de Inversiones de Venezuela) announces that the deadline for the submission of the information and documentation required to be part of the registry of interested investors, has been extended until January 22, 1993, 5:00 p.m.

For additional information, please call the following telephone numbers:

(582) 806-5975

(582) 806-5971

(582) 806-5905

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# Go-ahead for new taxes in Brazil

By Christina Lamb  
in Rio de Janeiro

THE Brazilian government has won its first round in the battle to introduce a long-awaited fiscal reform, with the approval by a congressional commission of a project to bring in new taxes.

After a month of negotiations over a government proposal the all-party commission finally reached consensus late on Wednesday night on introducing new taxes on financial transactions (including 0.25 per cent on all cheques), corporate assets and fuel, to raise an estimated \$9.5bn (\$6.3bn). They

also agreed on setting up special tribunals and lifting banking secrecy for suspected tax evaders. The project allows for state companies to be declared bankrupt.

The reform is crucial to help cover a \$13bn hole in next year's budget and allow re-establishment of talks with the

International Monetary Fund over a new accord. Tax revenues have fallen 25 per cent in real terms over the past two years and evasion this year is estimated at \$35bn.

The project must now go to Congress, where it needs to be approved by votes in the lower and upper houses. Mr Roberto

Freire, leader of the government in Congress, said yesterday: "The commission's approval gives us the conditions to find a consensus in Congress."

The financial markets reacted positively to the news, with the main São Paulo index rising 3 per cent by lunchtime.

## Monster teaches Brazilians the future can be different

Christina Lamb on hopes for an old steelworks

CSN "has taught the country to think big", boasts the corporate video for Brazil's state-owned National Steel Company. A clanking monster of pipes and chimneys belching out thick grey smoke over the vale of Volta Redonda, CSN was Brazil's first industrial plant, built in 1946, and symbolises the country's remarkable postwar industrial growth.

Two years ago, CSN almost closed, shattered by years of political interference, price controls and a bloated and militant workforce, and drained by subsidised sales to the car industry in the 1970s, which cost an estimated \$10bn (\$6.5bn) and left the company with huge debts.

In the past few months, the company has taken on a new symbolism. It is to be sold off in less than two weeks in Brazil's largest privatisation to date, and the CSN auction has become the first real test of how far President Collor Franco is committed to modernisation.

Mr Franco's nationalistic leanings have raised doubts that the \$1.6bn sale will proceed on December 22. But Mr Roberto Procopio Lima Neto, CSN's president, insists on the necessity. "The survival of the company depends on privatisation," he told a recent meeting of creditors and clients.

Built during the second world war with American help, in exchange for the use of airbases on Brazil's north-eastern coast, CSN is the biggest and most modern integrated steelmill in Latin America. Steel-making capacity has been boosted from 85,000 to 4.6m tonnes, and it is the world's largest single producer of tinplate, with a capacity of 1m tonnes.

When Mr Procopio took over in 1990, CSN had no money or credit for raw materials or salaries. Since then, he has transformed the company, reducing costs from an average \$288 a tonne industrialised to \$223, through implementing a Total Quality programme and Japanese management techniques, and slashing the workforce from 23,000 to 16,600.

Last year CSN emerged from the red, turning in a \$31m profit on 1.6bn sales; this year will produce a record 4.6m

tonnes of liquid steel and 4.1m laminated hot steel.

Although a recent \$800m capitalisation by the government has reduced the company's debts to \$1bn, new money is desperately needed to carry out a \$1.4bn investment programme to maintain technology, improve quality and meet environmental regulations. CSN imports coke, for example, because it cannot raise the \$60m needed to overhaul its coke plant.

Since being privatised last year, Usiminas

**CSN is the biggest and most modern integrated steelmill in Latin America. Capacity has been boosted from 85,000 to 4.6m tonnes**

nas, another Brazilian steel producer and its main competitor, has taken 3.7 per cent of CSN's market and largely blocked off the important Argentine market by purchasing a stake in Somisa, the Argentine steel distributor.

Mr Sidney Henriques, assistant to CSN's director of operations, says: "As a private company, Usiminas is far more agile, while we're still in the straitjacket of the state. If I want to buy anything, even photocopying paper, I have to tender for bids."

Usiminas' success has contributed to a remarkable change of mentality among the workers at CSN, historically a hotbed of militancy.

An army battalion is stationed nearby to put down any strikes and a plaque outside the plant commemorates the death of three workers shot in 1988 when the military was sent in to break up an occupa-

tion, a cause célèbre of the Brazilian left. Yet in union elections in July the moderate Força Sindical won on a pro-privatisation platform.

Mr Luis de Oliveira Rodrigues, new president of the metalworkers' union, explains his own conversion: "We brought intellectuals here for debates and I could find no compelling argument against privatisation." He adds: "If there's a business opportunity in Chile, it takes us 35 days to get permission to travel. At Usiminas it's just one call and they're on the aeroplane."

Enthusiasm for privatisation has been sweetened by a scheme to offer 10 per cent of the shares to employees at a 70 per cent discount and a further 10 per cent at minimum price.

The workers' pension fund plans to acquire a further 15 per cent. Mr Jose Marcus, who has worked for the company for 22 years and has applied for the maximum 454,000 shares, says: "I'm very happy. I'll have as many shares as the president and will be rich and live in five-star hotels."

The residents of Volta Redonda are less sure. Transformed by CSN from a rural coffee region into a metropolis of 400,000, the city clearly is dependent on the plant; the fear of lay-offs hangs heavy in the air. Recent municipal elections were won by an anti-privatisation candidate. Mr Luis de Oliveira, a doctor and local councillor, says: "CSN has a social debt to this city. It has left a legacy of poor housing for workers brought in for expansion, and owns a third of the land. Who knows what will happen if it is in private hands?"

It is still unclear what decision President Franco will reach. As one of the generation which saw CSN as a symbol of industrial might, he has made clear his reservations about the sale.

But this week he received union leaders asking for it to go ahead. Meanwhile, he has called for a new evaluation and, aware of the repercussions of cancellations among investors, has promised that if the sale is delayed, he will immediately set a new date.

## Senate committee approves debt deal

By Christina Lamb

THE Brazilian Senate committee on foreign debt yesterday approved the text of a \$44bn (\$28.9bn) debt agreement with commercial creditors.

Approval of the agreement, which was reached in July and finalised in September, had been held up by the ousting of President Fernando Collor and objections to the text by some left-wing senators. Delays caused the price of Brazilian debt on the secondary markets to fall to less than 27 cents this week.

The 27-member commission voted by an absolute majority to approve the text, although four senators recommended a delay for further studies on Brazil's capacity to pay. It goes to the plenary for approval.

Senator Jose Fogaca, rapporteur of the commission, said: "Today's vote... is an important step towards Brazil's full re-entry into the international financial community and should encourage new flows of foreign capital."

However, a New York-based debt trader said he did not expect the price to rise much "because of the general lack of good news out of Brazil".

There is considerable doubt over the future of the agreement. The new economic team cancelled talks with the International Monetary Fund over the \$2.1bn accord signed in January which has lapsed because of the country's failure to meet targets. An IMF agreement is considered crucial for the deal and its absence is blocking the disbursement of credits.



Armed campesinos on patrol as part of the Peruvian army's civil defence campaign

## Peru army teams up with locals to beat guerrillas

WE ARE at war, reads the not-so-welcoming sign over the sand-bagged hut at the edge of Puerto Bermudez's dirt-red airstrip. "It is everybody's war and united we shall overcome."

Here, in Peru's central jungle, unity means alliance between the Pichis valley's largely native Indian population, the Ashaninkas, and the Peruvian army. When their chief was captured and subsequently executed by the MRTA (Tupac Amaru Revolutionary Movement) in late 1989, Ashaninkas rose up against the guerrillas, taking bloody reprisals against any natives or settlers believed to be collaborators.

Now the Ashaninkas, like civilians all over Peru, are being forced to make definitive choices in the counter-subversion war. Throughout the country's extensive "emergency zones", the army is recruiting ordinary Peruvians for "rondas" or civil defence patrols which serve as a supplementary army under direct military command. Those who refuse are inevitably suspected of subversive sympathies.

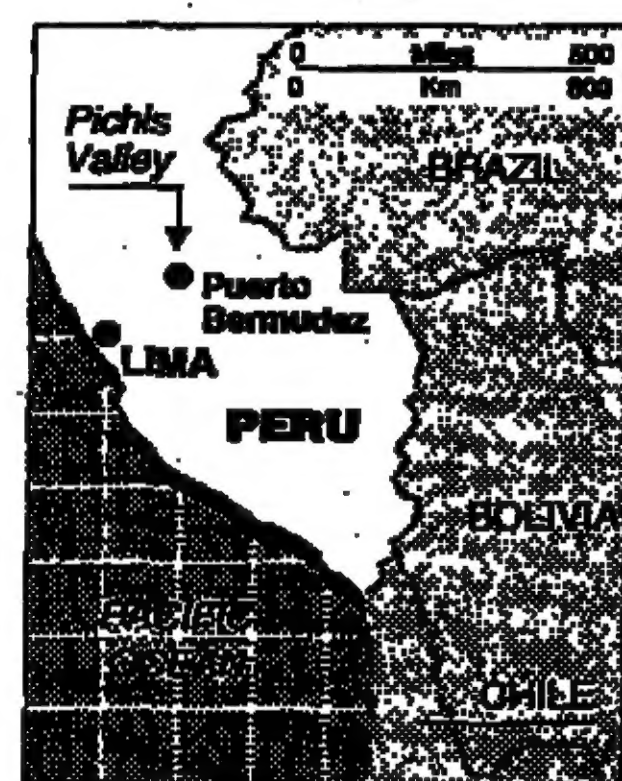
The Fujimori government is finding itself obliged to compensate in manpower for its desperately inadequate counter-subversive equipment and munitions. A long-critical situation has been exacerbated by swinging post-coup cuts in US financial assistance to Peruvian anti-narcotics police and military operations.

In the central jungle, where one aged Russian Mi-17 helicopter serves as the sole troop support, the warlike Ashaninkas look to be the answer to the under-funded military's prayer. The Pichis valley standing army now comprises 500 professional Ashaninka soldiers plus 5,000 more trained reservists. Nine control posts along the 50 miles of semi-tropical valley exert rigorous documents checks and vehicle searches. Ashaninka "vigilantes" wear T-shirts declaring "anti-subversive commando" and work alongside the small official military detachment.

Apart from some three dozen relatively modern firearms, however, most of these Ashaninka soldiers are armed only with their traditional hunting weapons, bow and arrow. With these, they are deadly accurate at up to 30 yards - and army commanders in the zone say arrows are superior for short-range combat in scrub undergrowth to the light automatics favoured by the guerrillas.

But the implacable logic of employing a basically civilian population to combat well-armed guerrillas recently took three Ashaninka leaders on a first-visit to the capital to plead with armed forces chiefs for more sophisticated weapons.

Sally Bowen on a campaign that reaches deep into the jungle



Guatemalan Indian leader Rigoberta Menchu, accepting the 1992 Nobel Peace Prize yesterday, called for international help to end her country's guerrilla war and eradicate human rights abuses. *Reuter reports from Oslo.*

Accepting the gold Nobel medal and a diploma at a ceremony at Oslo's City Hall, she urged greater efforts to stamp out racism and discrimination against all indigenous peoples.

Talks between left-wing Guatemalan guerrillas and the government of President Jorge Serrano on ending a 36-year war in which perhaps 100,000 people have been killed have been deadlocked for months.

Ms Menchu, a Maya Indian, said other countries should bring pressure for a joint accord on human rights as a first step towards peace in her country.

"We've proved our effectiveness against terrorists," says Ashaninka defence secretary "Oscar", "but now we need modern guns like they have."

Peru's Ashaninka population totals maybe 100,000 - estimates are, even by Peruvian standards, unreliable. At least a quarter of these live in the Pichis. They existed until three years ago as self-sufficient farmers, the women cultivating cassava and maize and spinning locally-grown cotton into rough but serviceable cloth while their menfolk hunted and fished.

Even though Peru's two main guerrilla groups, Sendero Luminoso and MRTA, have suffered recent heavy blows, the Ashaninkas remain a target.

The pro-Cuban MRTA's recent strategy has focused on

peacemaking. Conciliatory hands stop vehicles on the road to Puerto Bermudez to give "consciousness-raising" chats. The guerrillas' criticism of government economic policy and advocacy of investment in local agribusiness is generally well-received.

For Sendero Luminoso, the Ashaninkas have provided a valuable fighting resource. In the past few years, Sendero columns have been entering native communities in the central jungle demanding "quotas" of youngsters as recruits - refusal is punishable by death and, though fewer in number since the capture of guerrilla leader Abimael Guzman, massacres still occur.

Some Ashaninkas are lured to join the guerrillas by promises of good pay or guns - which rarely materialise. Their captives employ them as cannon-fodder, and they fight with bow and arrow alone. Ashaninka wives and children, often press-ganged with their men, become the guerrillas' slaves, obliged to forage and cook.

Joint operations in the central jungle involving Ashaninkas and government counter-subversive troops are now commonplace. And the ensuing battles often pit Ashaninkas against members of their own tribe. One special ops major estimates that half the Sendero subversives his patrols encounter are Ashaninkas.

The subversives make full use of their native collaborators' jungle lore, he says - the area is pitted with man-traps, deep holes covered with leaves and grass to conceal sharpened hardwood stakes smeared with excrement. Wounds, if not fatal, quickly fester and many patrols must return to base, mission unaccomplished, to seek medical help for unwary victims.

Now the Pichis valley looks set to gain further unwanted significance in the internal Peruvian drug-and-terrorism cycle. Coca growers are being squeezed out of the Huallaga valley by escalating violence, stepped-up government action against the illegal cocaine trade (the Peruvian air force has finally taken control over nine provincial airports in the zone) and the mystery fungus which has decimated crops around the traditional coca-trading heartland of Uchiza. Hundreds are already bringing their knowledge and coca-processing skills to the northern end of the Pichis valley.

If the Pichis, abandoned like so many other areas of Peru by a bankrupt state, becomes a new cocaine-processing centre, then the Ashaninkas face the unhappy prospect of continuing to serve as pawns in a power struggle which has little relevance to their lives.

## Mexican airport rights for sale next year

By Damian Fraser  
in Mexico City

THE SALE of concessions to run Mexico's 61 airports will go ahead next year, with the airports grouped together in three or four packets, according to reports in the newspaper *El Economista*.

Each packet will comprise profitable and loss-making airports and one of the big airports of Guadalajara, Mexico

City, Monterrey or Cancun.

The state-owned company Airports and Auxiliary Services will be handed over to the Finance Ministry by February next year. Several Mexican and foreign investors - including the Dutch airport Schiphol, and the Mexican Grupo Industrial Hakim - are interested in bidding for the packets, according to the report.

Mexico's airports are expected to handle 25m passengers

this year, of whom 10m will be international travellers. Of the 61 airports, around 12 are responsible for 90 per cent of the passengers. The government's aim is to use these generally profitable airports, to attract private investors to manage the smaller, often loss-making airports.

The airport privatisations are part of an ambitious programme to hand over responsibility for investing in Mexico's

transport infrastructure to the private sector. The government has awarded concessions to the private sector to build around 3,500km of toll roads, and passed laws to encourage the private sector to invest in the water system.

On Wednesday, the Mexican Senate passed a law which will facilitate private-sector investment in the electricity sector. The law will enable private concerns to build and own elec-

tricity plants, but they will have to sell electricity to the state-owned Commission of Federal Electricity.

● *Petroleos Mexicanos* (Pemex), Mexico's state oil company, has appointed JP Morgan, US investment bank, to advise it in privatising some of its secondary petrochemical plants. JP Morgan will advise Pemex on the valuation of the plants, the structure and promotion of the sales.

## Sex-case senator vows to stay on

By Jurek Martin  
in Washington

SENATOR Bob Packwood, the veteran Republican from Oregon, yesterday said he intended to stay on in the Senate in spite of charges that he had engaged in a pattern of sexual harassment towards women for 20 years.

He refused to discuss any of the dozen and more incidents of which he has been accused. But he apologised for behaviour which he said "was not just inappropriate or boorish, but just plain wrong".

Mr Packwood conceded that "the bonds of trust" linking him and the people of Oregon had been badly strained. He was narrowly returned for a new six-year term last month before the Washington Post published an article detailing

the charges against him. He pledged to rebuild that trust and said that his actions had been "out of synch" with a long political career in which he had consistently practised "gender neutral" policies.

His determination to stay in office may yet be tested further. The Senate ethics committee is to hold hearings in the New Year on his case, which has attracted wide public attention. In addition, Oregon has liberal recall statutes, which could lead to him facing a special election.

Two other senators, Mr David Durenberger from Minnesota and Mr Daniel Inouye from Hawaii, have also faced recent allegations of sexual harassment.

Some women's groups have demanded that Mr Packwood stand down.

## Brady bows out with white paper on tax

By George Graham  
in Washington

US TREASURY secretary Nicholas Brady, in a parting shot before the arrival of a Democratic administration, has issued a white paper calling for a radical overhaul of the US tax system.

His proposals include lifting the income tax threshold to remove more than half of all individual taxpayers from the income tax net, and creating a form of VAT on businesses.

Mr Brady also suggests radi-

cally simplifying the rules for business taxpayers, reforming the taxation of multinationals and eliminating double taxation of corporate profits distributed to shareholders.

In a speech at Columbia University Business School in New York, he said the US tax system needed this radical treatment in order to remove its bias against savings. "Rather than continuing to rearrange the deck chairs on a sinking ship, the keel of our tax system should be raised and completely overhauled," he said.

## TURKISH AIRLINES ANNOUNCEMENT

In order to renew its fleet - comprised of 9 D.C. 9 and 7 Boeing 727 planes- Turkish Airlines has decided to lease Boeing 737-400 planes. Proposal made by the leasing companies concerning the aforementioned transaction, will be evaluated according to the prerequisites given below:

- Planes in question are thought to be leased between the dates of March 1993 - June 1994.
- Planes must be brand new (not even one flight experience is accepted) and shall be delivered to Turkish Airlines by Boeing.
- The most convenient leasing dates will be the decisive factor for Turkish Airlines Inc, to select its partners for the leasing procedures in question.
- Leasing period will be for 10 years for all planes and the payments are to be monthly.
- Deadline for all proposals, 25 December till 5:00 p.m.
- Evaluation of all propositions will have ended on 30 January 1993.
- All proposals, for the leasing in question, are to be made directly by the company that owns the planes, to Turkish Airlines. All proposals made by the representatives will be disregarded.
- All planes must have the configurations asked by Turkish Airlines Incorporated. After having been presented the desired specifications, Turkish Airlines, will hand them over to the appropriate persons, who will take over thereof.

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# Lamont rules out early UK rate cut

By Emma Tucker and Ivor Owen

MR NORMAN Lamont, chancellor, yesterday ruled out an early cut in UK base rates after a Treasury report noted flickers of economic recovery.

In the first of its monthly monetary reports, the Treasury highlighted a string of positive signs on the economy, including stronger retail sales and money supply growth, but said these stood in contrast to depressed consumer and business confidence.

The report, part of an initiative to remove some of the secrecy surrounding economic

policy making, said consumer spending showed no signs of weakening following sustained growth in the money supply since July.

Speaking after the report was released, Mr Lamont said it was right to be cautious on interest rates while the economy was showing "encouraging signs", but warned against over-optimism. "It is always extremely difficult to spot the turning-point and we have had some false dawns before, as the world well knows," he said. "We have seen some money move to the top of the target range and I think it is right to be cautious."

The report pointed to upwards trends in retail sales, car registrations, exports and imports but also highlighted less promising signals. Unemployment would continue to rise for the near future and there was still no sign of a recovery in the housing market.

Although the report drew no conclusions on whether the economy was recovering, Mr Lamont said there was "no doubt" the country was benefiting from the recent reduction in interest rates. The full effect of the cuts on mortgage interest rates would become apparent in January when the

reduced charges began to apply for owner-occupiers whose repayments changed only on an annual basis.

Mr Lamont was enthusiastic about prospects for UK exports to the US. Emphasising that recovery was "strongly under way," in the US, he pointed out that a bigger proportion of British exports went to that market than those of any other EC country.

Mr Gordon Brown, shadow chancellor, said: "Buried in the Treasury's new report is the admission that unemployment is rising and the property market still declining."

hoping for more commentary and analysis, said they were disappointed with the report. "It doesn't really get us any closer to Treasury thinking," said Mr Roger Bootle, chief economist at Greenwell Montagu.

Others were surprised at Mr Lamont's caution on interest rates. "Had the Treasury suggested that their inflation target was under threat, or that prospects for growth have improved dramatically, then this would cast doubt on the scope for further rate cuts. They did not say that," said Mr Michael Saunders, UK economist at Salomon Brothers.

## Funding withdrawn from union ballots

THE government yesterday removed another plank of state support from trade unionism by announcing the withdrawal of financial aid for secret ballots and trade union training, writes David Goodhart.

Although the sums of money are not large - unions received £4m last year for ballots and £2m for training - the announcement is another blow to union hopes of opening a dialogue with the government and re-establishing some national influence.

has spoken of the "war" with the unions being at an end, the government has continued taking the axe to union-supported institutions such as the former National Economic Development Council.

The employment bill, likely to become law early next year, continues that policy.

It proposes to abolish Wages Councils, which set minimum wages for 2.5m workers and will also abolish the duty of Acas, the government conciliation service, to encourage the extension of collective bargaining.

## City faces insurance blow from terrorism

By Richard Lapper

UP TO A third of property in the City of London could be without insurance protection against terrorist attack within weeks it emerged yesterday.

The Corporation of London, which owns between a quarter and a third of all property in the City, said it will be unable to obtain cover for terrorism after its commercial insurance policy expires later this month.

"The impact could be devastating," said Mr Bernard Hart, chairman of the corporation, the city's local authority.

But Mr Hart said that he had been hopeful that some protection could be obtained - even though insurers announced in November that they were unlikely to cover bomb and other terrorist damage in 1993.

The corporation's insurers told him yesterday, however, that their own "reinsurance market had evaporated" and that cover would therefore not be available.

News of the corporation's problems emerged amid indications of stalemate in negotiations between the insurance industry and government over the issue.

So far the government has rejected demands from the Association of British Insurers (ABI), the industry's trade association, that it extend the arrangements currently in force in Northern Ireland to the mainland in the wake of the IRA's current bombing campaign.

Over the last 20 years the authorities have paid out over \$800m to the victims of bomb damage in the province.

"It would be quite wrong for insurers to underwrite a risk which they cannot adequately lay off. This is a political risk and not something that business should be expected to pay for by itself," said Mr Mike Jones, ABI chief executive.

To complicate matters the ABI has dismissed efforts of insurance brokers and industrial risk managers to find a compromise solution, which might be more appealing to the government.

The Association of Insurance and Risk Managers in Industry and Commerce (AIRMI), which represents risk managers at over 300 UK companies, has proposed the formation of terrorism insurance pool financed jointly by industry and insurers and reinsured by the government. Mr Jones said the idea was "severely flawed".

■ Ten people were injured yesterday as two bombs exploded in Wood Green Shopping City, a north London shopping centre. Commander David Tucker, head of Scotland Yard's anti-terrorist branch, said: "I have no doubt this is the latest in the IRA mainland campaign."

## Coal is most expensive fuel for generators says watchdog

By David Lascelles and Deborah Hargreaves

PROFESSOR Stephen Littlechild, the electricity regulator, provoked a storm of criticism yesterday with publication of a report which concluded that coal was the most expensive fuel for power generation.

The report, deliberately brought forward to coincide with the debate about the future of coal, marks a serious setback for the coal lobby as it fights the threat from competing fuels, mainly gas. But its main conclusions were immediately rejected by the power generation industry.

Mr Colin Webster, commercial director of National Power, said he was "utterly amazed" by Prof Littlechild's findings, which he described as "a nonsense and tendentious". "We believe he has done his calculations quite wrongly,"

These views were echoed by Mr Ed Wallis, chief executive of PowerGen, the second largest generator. He sent a letter

to Prof Littlechild accusing him of putting together a rushed report which failed to reflect the true position of the industry. "He seems to have conducted an analysis based on a wide margin of error," said PowerGen.

British Coal, which has claimed that it is being unfairly squeezed out of the market by the "dash for gas", said: "It has to be of concern to the regulator that a large generation company is questioning his analysis."

The Department of Trade, which is reviewing energy policy, said it would take account of Prof Littlechild's conclusions but declined any detailed comment.

Prof Littlechild's main finding was that electricity companies had not breached their duty to buy electricity as economically as possible in signing up for new gas-based deals. But to reach this conclusion he had to calculate the relative contract price of different fuels. He gave these yesterday as 3.3p per kilowatt hour for

coal, 3p for nuclear and between 2.7p and 3p for gas. National Power said the correct figure for coal was 2.72p.

Prof Littlechild received a welcome for his report from the electricity distribution industry, whose members were relieved by his conclusion that they had purchased power economically, and that the "dash for gas" was acceptable.

Gas producers supported the report as evidence that the UK's gas lobby is beginning to be heard. "Frankly, it's very helpful," said Mr Tony Craven-Walker, chief executive of Monmouth Oil and Gas. "It's good to see someone standing up for gas."

Monmouth is involved in a £2bn project to develop four oil and gas fields in the Liverpool Bay area which is dependent on PowerGen getting approval for its Cornish's Quay gas-fired power station.

British Gas's reaction to the report was low key. "This doesn't change anything we've said in the past," it said, "we'll look forward to further findings at the end of January."



Hungarian Gabor Nagy (centre), the first soldier from a former Warsaw Pact country to receive military training in Britain, rehearses at the Royal Military Academy, Sandhurst, for the sovereign's parade. About 15 per cent of the officer cadets are from overseas and soldiers from 18 countries will graduate at the parade today

## Industry panel likely to give downbeat forecast

By Peter Marsh, Economics Staff

THE Treasury is expected today to receive a downbeat view about growth next year from a special panel of industry representatives.

The group brings together senior Treasury officials with about 10 people from business, together with a top civil servant from the Department of Trade and Industry. It adds up to an intriguing experiment by the Treasury in trying to gain economic insights by mixing

the often highly diverse cultures of Whitehall and the business world.

The panel includes the chief economists of ICI, GKN, BP and RTZ - four of Britain's biggest companies - as well as a representative from one of Britain's biggest suppliers of double glazing.

The Treasury's economics prospects group was set up earlier this year to strengthen the department's contacts with industry and help improve the accuracy of the Treasury's forecasting. It is separate from another Treasury

panel - also named this week - which is also concerned with economic projections but which mainly comprises economists from specialist forecasting groups.

Mr Kevin Mahoney, managing director of Caradon Everest, the double-glazing subsidiary of the MB-Caradon building products group, and a panel member, said the meetings were a useful step to improve the dialogue between Whitehall and the business world. He said Treasury officials were "trying hard to learn the language"

of people who work in industry. Also expected at today's meeting is Mr Ivan Bradbury, chairman of Interconnection Systems, a manufacturer of printed circuit boards based in South Shields, near Newcastle-upon-Tyne, and Mr John Duff, strategy and business development director at the UK subsidiary of IBM, the international computer company.

The economic prospects group is part of a broad effort by the Treasury to develop more open approach to policy-making.

## Heathrow rail talks stall

By Richard Tomkins, Transport Correspondent

TOP-LEVEL talks at the Department of Transport failed to resolve an impasse over funding the £300m Heathrow Express project yesterday, but further meetings are planned in an attempt to thrash out a compromise. No dates have been fixed.

Plans for the 16-mile rail link between Heathrow airport and central London are threatened by a bitter dispute between British Rail and BAA, the airports group, over who is responsible for underpinning the project's viability.

BAA said British Rail was asking too high a price for the use of its tracks into Paddington station. British Rail said the line will boost BAA's profits at Heathrow and the

company should subsidise it. The opening of the line was originally due in 1994, but has already slipped to 1997 and could be delayed further.

● The row over new pay and conditions for British Airways staff based at Gatwick continued yesterday. The airport said it would not pay 25 per cent or redeployment within the airline, following BA's acquisition of Dan Air.

BA said talks were still continuing and that ground staff had been offered a 20 per cent cut with a lump sum in compensation of up to £14,500, or could remain on their existing scales.

Cabin crew who refused the pay cuts could transfer to flights out of Heathrow.

## Firms fall short of audit rules

By Andrew Jack

MANY accountancy firms are failing to comply with the audit requirements introduced last year, the first annual report of their self-regulatory body shows.

Only 11 of the 158 audit firms so far randomly inspected passed all 13 tests devised by the Department of Trade and Industry and the Joint Monitoring Unit, the regulatory body jointly-owned by the three UK chartered accountancy bodies.

The findings come in a confidential internal report due to be sent today to Mr Michael Heseltine, trade and industry

secretary, for consideration by officials before publication next week.

The report stresses that most of the 10,200 registered firms have taken steps to comply with the audit regime introduced in October 1991, and that it is too soon to make a definitive statement on the quality of work carried out. But the Joint Monitoring Unit unearthed widespread failures in systems and procedures which the regulations require, which will fuel criticism of the quality of auditing.

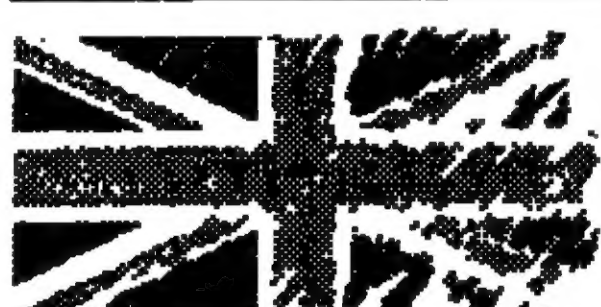
The unit visited 291 firms in the 12 months to September - in line with its targets - of which 143 were to prepare for

registration, to offer training or in response to requests.

Of the remainder, which were randomly selected during April to September, 67 firms were not conducting "cold" or continuous reviews of their audit work as required by the regulations.

The audit procedures of 39 were not subject to quality control procedures and 41 had not planned their audits. The unit stressed that these findings could indicate inadequate documentation at least as much as unsatisfactory audits. But it also judged 10 firms not to be independent from their audit clients and identified nine that were not competent.

## Britain in brief



### Nissan pay deal covers 5,000 staff

Nissan, the Japanese automotive company, has reached a two-year pay and employment deal with its 5,000 staff at its north-east England plant at Sunderland and central England engineering centre at Cranfield.

The deal is the first significant private sector pay rise agreed since the government announced a 1.5 per cent pay ceiling for the public sector.

The award, effective from January 1993, will raise salaries by four per cent in the first year and 3.5 per cent in the second. The deal at Nissan will give manufacturing staff a basic wage of £15,382. On a straight pay basis Nissan will not be at the top of the pay scale for car workers but its employee package provides several extra benefits including private health care.

### Warning over health law

Business bosses who flagrantly flout health and safety law could be banned from being company directors and face heavy fines, the Health and Safety Executive said yesterday.

### Manx BCCI payments start

Depositors in the Isle of Man branch of BCCI will start receiving payments on Tuesday under the island's compensation scheme, it was announced.

Depositors whose claims have been verified as eligible are entitled to compensation equal to 75 per cent of their deposit, subject to a maximum payment of £15,000 per depositor.

### Clinton team to meet UK union

Key members of President-elect Bill Clinton's transition team will be visiting London next month for an economic policy conference organised by the Transport and General Workers Union.

The advisers include Mr Bob Royston, deputy communications director, Mr Robert Kuttner, a senior economic policy adviser, and Ms Stephanie Soline, political adviser.

### Ownership of shares limited

The government's privatisation campaign has failed to encourage wider share ownership among Britons. A survey for ProShare, a body that promotes share ownership, found that only 200,000 privatisation buyers moved on to purchase other quoted stocks. The survey also found a decline in the total number of shareholders in Britain.

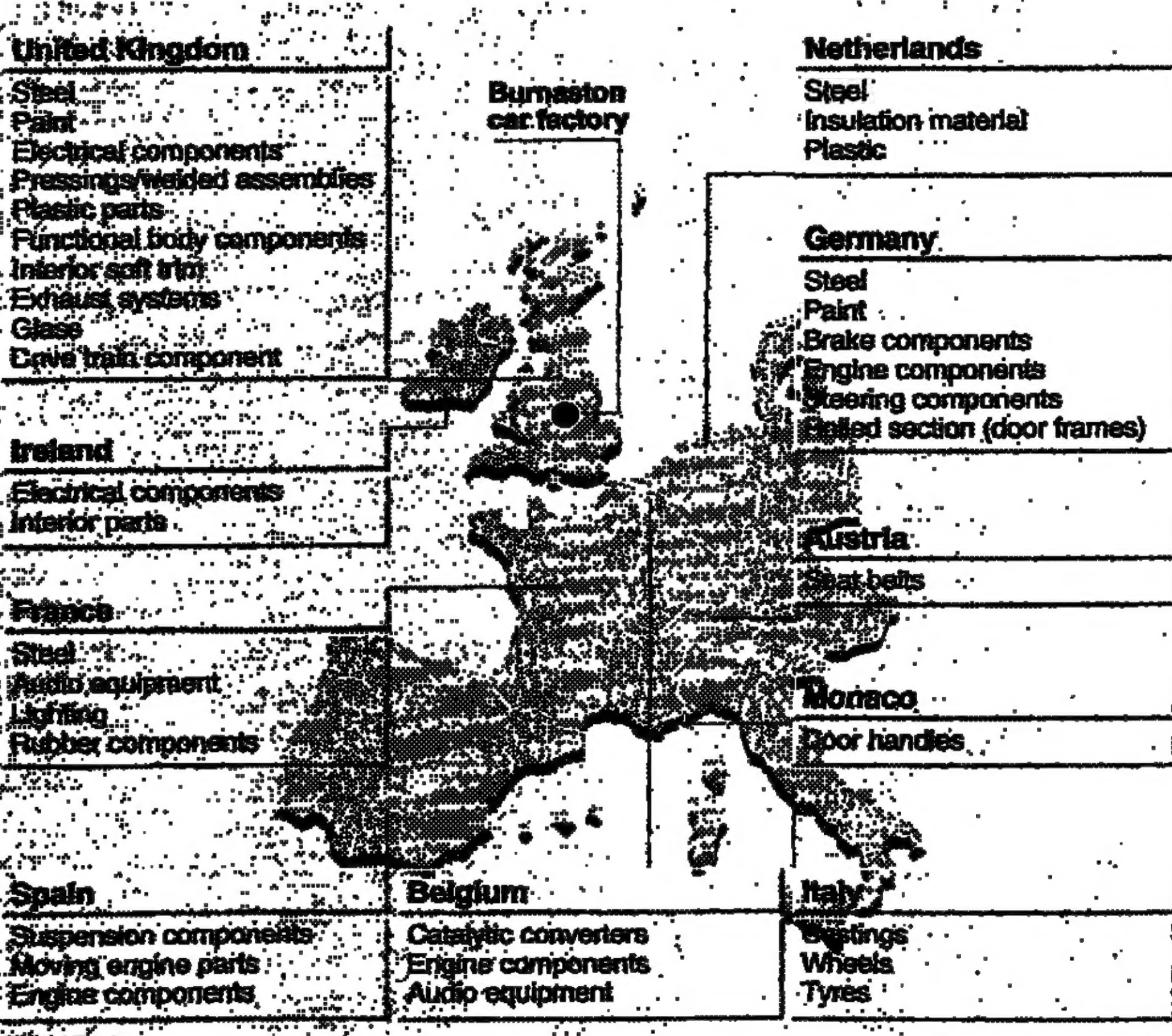
### Cheques chart sales stability

Retail spending during the run-up to Christmas is showing more stability than last year, according to Transax, the Birmingham-based cheque guarantee organisation.

### Layard seeks training code

The training system in the UK is a formula for national decline and a Training Reform Act is urgently required, Professor Richard Layard of the London School of Economics claimed.

## Putting together Britain's Toyota



## Toyota reveals names of key European car parts suppliers

By John Griffiths

TOYOTA, Japan's largest car maker whose UK factory near Derby goes on stream next week, will be spending £100m a year with parts suppliers within a 50 mile radius of the plant as soon as output hits 100,000 cars a year, it said yesterday.

The extent of the planned boost to the local economy surrounding the £700m facility at Burnaston was disclosed as the identity of some of the key UK and Continental European component suppliers to the venture became known.

Hitherto, Toyota has been reluctant to name its principal suppliers. Out of a total of 180 UK and Continental European-based suppliers, around one half are located within the UK.

The most prominent among these, it is now known, are British Steel (raw steel supplies), PPG 123 and IDAC (paint), Lucas Industries (electrical components), GKN, Albion Pressed Metal and Camford Engineering (pressings and welded assemblies, and additionally GKN for drive train components), Birkbys Plastics and Plastic Omnium (plastic parts), Rockwell Golde (sunroofs), Tenneco Walker (exhausts), Triplex (glass), Pirelli and Dunlop (tyres).

The components are destined for the Carina E, the upper-medium saloon model which Toyota Motor Manufacturing (UK) will build at Burnaston and for which there is a 60 per cent "local" - European content by mid-1993. By mid-1995 Toyota intends to lift

local content to 80 per cent. Mr Bryan Jackson, TMMUK's director of corporate affairs and human resources, said that no increase in the number of European suppliers would be involved in reaching the higher European content.

Leading German suppliers are Thyssen (steel), Herberts (paint), Alfred Teves (brake components), Gerlach-Werke (engine parts), ZF (steering), Ymos Metallwerke (door frames). Leading French suppliers are Sollac (steel), Philips (audio equipment), Valeo (lighting). Italian companies involved are Telesid (castings), Speedline (wheels) and Michelin (tyres). Successful Spanish-based companies include Iberica (suspension parts), Delco and Robert Bosch (engine parts).

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While the new administration's economic reforms have had some success, the foreign debt burden, proposed EC trade barriers and a fragmented congress mean that Ecuador's way forward will be long and hard. **Sarita Kendall reports**

## In for a rough ride

THE government of President Sixto Durán Ballén has moved quickly on its election pledge to modernise the Ecuadorian economy. But as a result, in the four months it has been in power, the administration has been buffeted by dozens of strikes and by protests from squads throwing rocks. It has fumbled to find a coherent political voice and narrowly escaped losing two ministers to a Congress hungry for impeachment.

All of this is standard fare in Ecuadorian politics, but the fact that the government, in which businessmen are spearheading the programme of economic reform, was not even granted the normal honeymoon period is an indication of how great a struggle the modernisation process will be.

In spite of the optimism that accompanied the changeover from military to civilian rule in 1979, Ecuador lost ground during the 1980s: income per capita dropped by 7.5 per cent and at the end of the decade some 60 per cent of the population was living in poverty.

The oil boom of the 1970s, administered by the military, had provided new roads, schools, hospitals and power stations, but the subsequent price slide of crude combined with a heavy foreign debt left the nation stranded in the same inertia as many other Latin American countries.

Most of Ecuador's 11m people are concentrated in the high Andean basins or on the tropical Pacific lowlands. For a country with such a complex climate and geography - ridges and valleys harbour plant and animal species inhabiting only a few square miles - it is surprisingly compact and accessible. Yet the highland-coastal division runs through many aspects of life, fostering rivalries that can undermine governments.

Quito, which was once the northern capital of the Inca empire, houses much of the overblown bureaucracy that Mr Durán Ballén has promised to dismember. The 430,000 public sector employees account for over a quarter of employment and the state is so centralised that even the Galapagos regional development institute is located in Quito.

While the Quito-based administration traditionally controls oil income distribution, Guayaquil is Ecuador's business capital and main port. It is also the biggest city, with more than half its 1.6m people packed into vast shanty towns where politicians trade sewerage pipes for votes. The atmosphere is tough and dynamic, the buildings squarely graceless, unlike the settled prettiness of Quito's church cupolas.

Bananas, shrimp and cocoa products (Ecuador's main exports after oil) are shipped

out through the port of Guayaquil - an enclave where customs inspectors fear to tread. This and other ports are on the government list for modernisation and a switch to a concession system has been proposed.

Geography also dictates presidential formulae. Mr Durán Ballén is the highlander (although actually born in Boston), while vice-president Mr Alberto Dahik represents the coast.

They appear complementary in other ways too. The president's 71 years and consensus-seeking concern is offset by Mr Dahik's young aggressive economic expertise. However, in discussions behind the scenes the president is reportedly no soft-hearted grandfather.

The previous administration - Mr Rodrigo Borja's social democrat government - began to open up the economy and liberalise trade over the past year, but it also bequeathed a significant budget deficit of 7 per cent of gross domestic product.

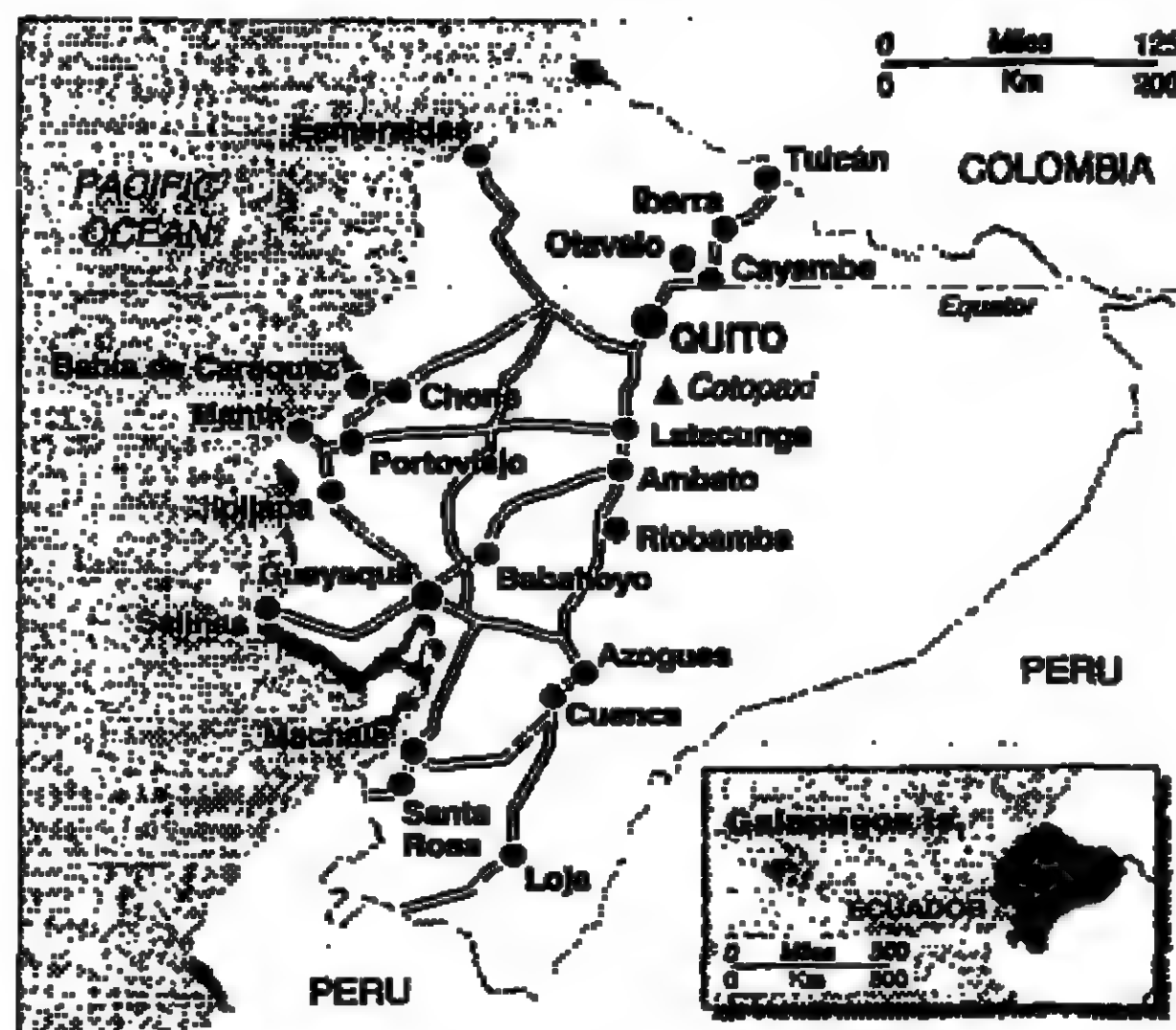
The new administration has launched a predictably unpopular "macroeconomic stabilisation plan" designed to cut the 52 per cent annual inflation rate, control public spending and replenish Ecuador's international reserves, which had fallen to \$234m.

At the same time the government has promised a package of structural reforms to reduce the size of the public sector, improve services and redirect funds into areas of social priority.

However, to carry through these reforms, which involve privatisation, attracting foreign investment and undoing interminable red tape, the government must cajole a fragmented congress into passing large volumes of legislation.

With the two government parties - the president's Republican Union and Mr Dahik's Conservative Party - between them lacking even 25 per cent of the legislature, Mr Durán will have to persuade other right-of-centre groupings to vote for official policy.

He has moved quickly. At the beginning of the four-year term, when future candidates are as yet unconcerned about



Quito's San Agustín monastery (above) and the former colonial district of Quito (below): a legacy of debt and poverty means that success for the four-month-old administration's ambitious modernisation programme will not be achieved easily



The president, as seen by cartoonist Pancho of the Quito newspaper, El Comercio



their electoral image, there is a better chance of getting their backing: Congress passed the first important government-sponsored law - changes in the regulation of the budget - two weeks ago.

Many more legal reforms are still to come: these include privatisation, tax (including foreign investment), oil contracts, property rights, the stock

exchange and public sector contracting procedures. Mr Dahik says he expects most of these to go through by next August.

But the government is already tackling other problems such as the \$12.5bn foreign debt, which includes \$3.7bn in arrears. Talks with the commercial banks start this month and Ecuador will

be negotiating for a global but realistic solution.

Although the government has a strong economic policy, however, many cabinet members lack political experience. Instead of wooing the public and Congress and stressing the long-term effects of the structural reforms, the government has floundered in a mass of sometimes contradictory explanations about privatisation, creating uncertainty and exacerbating strikes and protests.

The launching of a development strategy with the emphasis on social measures should help redress the balance - austerity has left the government little to spend.

"The priority in social policy is to lower inflation and have

nations about privatisation, creating uncertainty and exacerbating strikes and protests.

The launching of a development strategy with the emphasis on social measures should help redress the balance - austerity has left the government little to spend.

"The priority in social policy is to lower inflation and have

economic growth," said Mr Pablo Lucio Paredes, general secretary of the National Development Council. "The role of the state will be first to regulate markets and ensure competition, and secondly to have social programmes - for example, health and drinking water services - as well as justice and defence."

However, critics of the path chosen by the government argue that such policies are misguided in a country where more than half the population is outside the market, with low productivity, minimum education and no capacity to save, and the modernised industrial and agricultural sector is over-capitalised, over-protected and extremely inefficient.

Mr Dahik is sanguine. "It may not be the most efficient private sector but it is much better than the state."

Since the relatively benign military dictatorships of the 1970s, the armed forces have maintained an important role in Ecuadorian society. The army has shares in companies ranging from aviation to ecotourism.

"This began because the army needed certain supplies such as shoes, and also wanted to help industry take off when there was a weak business spirit," said retired general José Gallardo, the minister of defence. "Now we want to strengthen private shareholders - perhaps even privatised some companies completely - and reorient our resources."

In foreign relations, the government has already taken important steps towards free trade with Colombia and Venezuela and has begun negotiations with Chile. But while it is strengthening regional trade links, Europe and the US are still its main markets. As such, concerns are mounting over proposed EC import barriers to bananas, total exports of which brought in \$715m last year.

While a longstanding border problem with Peru eased after talks between the two presidents, guerrillas and drug traffickers have been under pressure in Colombia and Peru, and moving into frontier areas.

Continued on Page 4

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## ECUADOR 3

Stephen Fidler looks at moves to reduce the debt overhang

## Relief not without a price

THE Ecuadorian government and most of its creditors agree on one thing: a resolution to the country's foreign debt problem will not be possible without debt relief.

Ecuador's foreign debt as a ratio of gross national product is the highest among the larger debtors in South America - 120 per cent. While far below the levels of many debtor countries in Africa and war-torn Nicaragua, the ratio is higher than Bolivia's 100 per cent and double that of Peru.

Because it makes only partial payments on that debt, the interest burden has in recent years been at levels comparable with most heavily indebted Latin countries at around 15 per cent of exports.

Nonetheless, the country suffers from a "debt overhang", a debt burden so high that its sheer size inhibits investment and blocks growth.

The previous government's unwillingness to seek a more permanent solution to the debt problem "has represented a high cost to the country because it has inhibited incoming capital and the repatriation of capital by Ecuadorians", according to Mr Alberto Dahik,

the country's vice-president.

"This has put the country at the margin of international capital flows that have benefited other Latin American countries after they reached agreements with their creditors," he said.

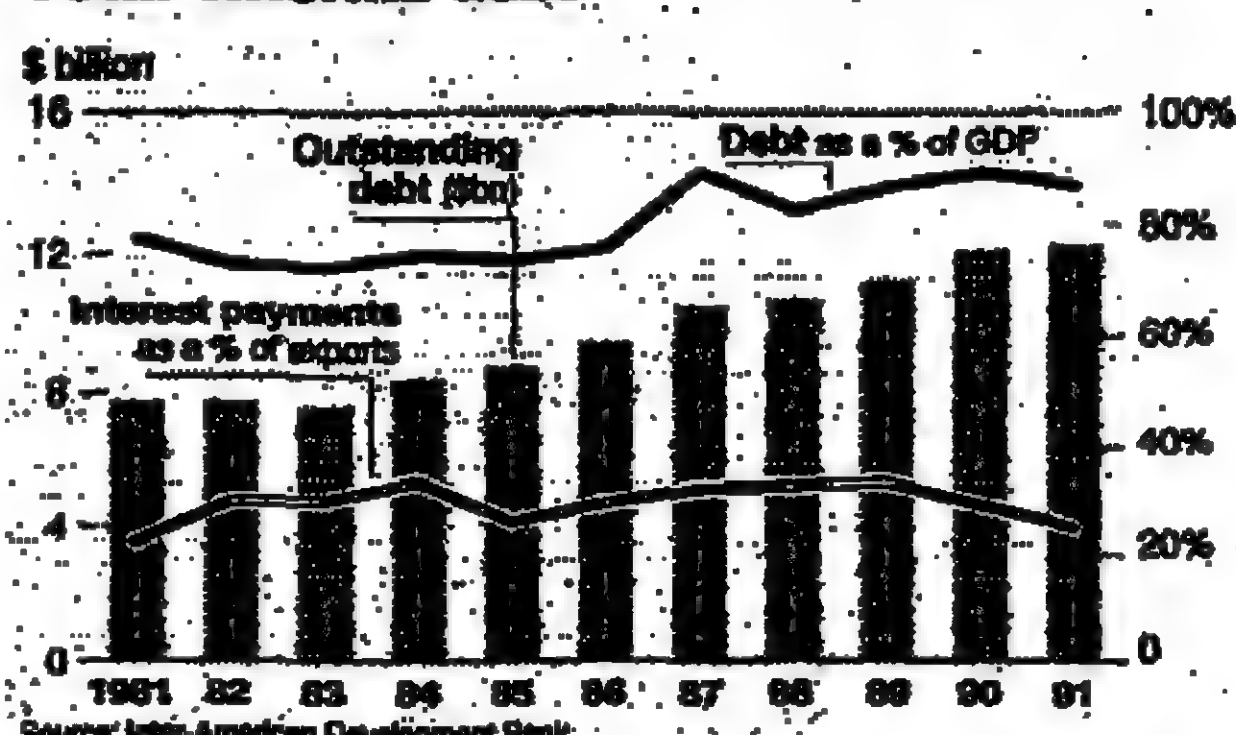
The government appears determined to reduce the overhang, and as a signal of this is starting talks with bank creditors led by Lloyds Bank of Britain in early December in New York.

"Of course we can't pay it; we need debt relief," said Mr Dahik, who is playing an important role in shaping economic policy. The government was prepared to "use all possible mechanisms and be flexible", he said.

With the example of Mexico before them, it is now conventional wisdom in Latin American countries that the confidence effects of a debt relief deal are an essential part of an economic reform programme.

But unlike in Mexico - which never missed a scheduled interest payment - and as in other countries such as Argentina, a bank debt relief programme under the Brady plan may lead to an increase in

## Total external debt



Source: Inter-American Development Bank

actual debt servicing, even though scheduled debt servicing falls. This is almost certain to happen in the short-term as debt service arrears - according to the government, a total \$3.7bn of an overall \$12.3bn debt - are tackled.

This in turn is likely to lead to a lively internal debate about the merits of raising debt servicing levels. The government has already said it intends to devote 38 per cent of its 1993 budget to debt servicing, compared with 25 per cent this year.

Apart from clearing arrears

and tackling internal opposition, bankers say there are other difficulties facing a government which they believe genuinely wants to deal with the debt issue.

With a bank debt of roughly \$4.4bn of principal and \$2.4bn of interest arrears, the government may lack finance for so-called "enhancements", the guarantees to the concessional bonds which banks agree to take in exchange for their debt.

These enhancements are usually made up of funds from the international financial institutions - the Interna-

tional Monetary Fund, World Bank and Inter-American Development Bank - together with other resources a government can pull together from its own reserves.

The government is embarking on talks with the IMF on what may be a two-year standby loan, expected to be agreed early in the new year, after which World Bank and IADB funds may fall into place, and a rescheduling from the Paris Club of creditor governments may take place.

However, reserves with which to finance enhancements are not large. After falling earlier this year to near crisis levels, they have since increased four-fold to \$750m. Indeed, the fall in reserves appears to be why the government has not been able to make an interest payment to banks since July.

The government has in recent years been paying, in intermittent payments, \$140m a year to banks - equivalent to 25-30 per cent of that falling due.

The lack of a payment since July has probably contributed to a fall in the price of the bank debt in the secondary market to around 27 cents on the dollar. The price peaked in the low 30s in mid-year amid expectations that the incoming government would rapidly

revive the foreign debt. The low of about 15 cents was reached in 1990.

## Bold steps taken to open the doors to trade

ECUADORIANS have long been terrified of the prospect of opening up their economy to international competition. It was widely assumed that a small predominantly agricultural economy of 11m people with a small, presumably inefficient group of import substitution industries would fare badly if the borders were opened.

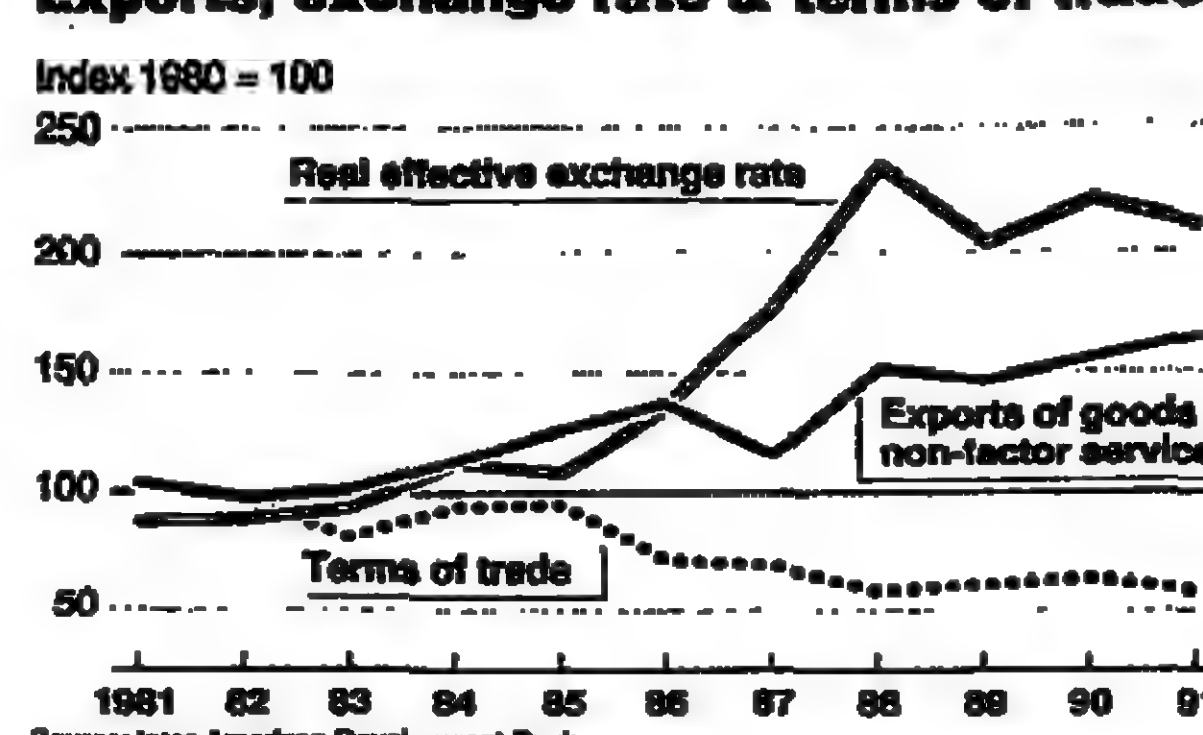
The new government of President Sixto Durán Ballén has, however, taken a bolder approach following the example of Mexico, which through the North American Free Trade Agreement is trying to tie itself to the economic giant to its north.

The speed with which the government has acted on this has been impressive in a country where the bureaucracy traditionally moves slowly.

The initial moves have been with its neighbours. In October, tariffs between Ecuador, Colombia and Bolivia were abolished and Venezuela is scheduled to join the free-trade zone in January.

This is in spite of problems within the Andean Pact - the recently revived trade grouping which brings Ecuador

## Exports, exchange rate &amp; terms of trade



Source: Inter-American Development Bank

together with Peru, Bolivia, Colombia and Venezuela.

Problems arose partly because of the breakdown of diplomatic relations between Venezuela and Peru due to the suspension in April of the constitution by Peruvian President Alberto Fujimori. From the Ecuadorian perspective, the pact improves Ecuador's negotiating position.

According to government officials, a priority is Chile, a country with which trade has traditionally been high. While the two economies are not seen as natural partners, they

are said to complement one another.

Another reason to move ahead with the lifting of trade barriers was the level of illicit cross-border trade that is already taking place.

Official figures suggest Ecuador's exports to Colombia in 1991 were \$31.9m, about 2 per cent of total non-petroleum exports, and imports of \$84.5m. Yet smuggling is so widespread, the actual trade may be as much as four times higher.

Stephen Fidler

## ENERGY

## Oil policy at centre of a political storm

THE NEW government's energy minister, Mr Andres Barreiro, has had the political spotlight on him since taking office.

He put the case for Ecuador's withdrawal from the Organisation of Petroleum Exporting Countries and has borne the brunt of public anger over fuel and electricity price increases. Furthermore, he still faces "trial" by Congress which could force his resignation - a threat that leaves oil policy in limbo at a crucial stage in the new administration.

However, the price adjustments were an unavoidable hurdle in the government's programme to cut subsidies and rationalise fuel use and as such have been welcomed by the financial sector. Years of undercharging have left the main electricity companies with a large debt and Ecuador without the new projects needed to ensure future supplies. If the rains are unkind and the change to daylight saving time does not reduce consumption, the minister will have to take the unpopular step of reintroducing power rationing.

One of the main reasons for leaving Opec was the decision to raise crude production well beyond Ecuador's quota of 275,000 barrels per day (bpd). Although output has been 10 to 20 per cent above this level for some time, Opec has turned a

blind eye rather than force the issue and lose a member, albeit a country that represented only 1 per cent of production. Being in the organisation also gave prestige to a small nation and fed nationalist sympathies in Ecuador.

Production is due to increase by 50 to 70,000 bpd during 1993, taking total output up to about 390,000 bpd by the end of the year. Between 1994 and 1996 another 100,000 bpd could be available but this will depend on the production agreements reached with foreign companies now developing fields in the Napo and Pastaza areas of the Amazon region. Oil reserves currently stand at about 1.5bn barrels.

Some 120,000 bpd are used for domestic consumption and the growth in output will generate more for the treasury as well as extra foreign income. In the first eight months of this year earnings from crude oil rose by 15 per cent to \$804m, mainly because of the higher volume of exports.

Not one new exploration contract was signed under the last government and foreign companies operating in Ecuador are hoping for solutions to a series of contractual problems. "When they began investing in the mid-80s they were expecting to produce light crude at good prices - but instead some have heavy crude at under

\$17 a barrel," said Mr Fernando Santos, a former oil minister.

The government is anxious to encourage further exploration and plans to reform the oil law and change tax regulations. Areas in the north-east reserved for the state oil company, Petroecuador, will be opened up and a number of blocks will probably be put on offer in mid-1993, once the reforms are approved. The north-eastern Amazon is close to existing infrastructure and good quality oil has been found at shallow depths. This area is also away from the more problematic Indian-occupied areas.

"Ecuador has excellent potential, though the Indian question is sensitive," said a foreign company oil executive. "The pre-Cretaceous has not been touched but drilling costs would be higher, it is deeper and

technically more difficult."

Nearly all Ecuador's oil is produced in the Amazon and Indians and the environment have become high profile issues. Ecological groups have taken up the Indian banner, campaigning to prevent the development of oil fields in national parks and Indian reserves.

Conoco, a subsidiary of US group Du Pont, which put out a "green" development plan for heavy crude deposits in Woorani Indian territory, left Ecuador after protracted negotiations had failed to conciliate all the different interest groups.

Maxus Energy, a Texas oil company, took over from Conoco as operator and is starting to build a road from the river Napo into the production area. This is the most controversial element of the project because in the past roads have channelled

thousands of new settlers into the forest and Indian lands.

"The armed forces have promised strict controls so no colonists will pass along the roads, the agrarian reform institute must not recognise any settlement of the land," said Mr Manuel Navarro, head of Petroecuador's environmental unit.

The Woorani case is the most complicated - the Indians are a small, semi-nomadic group, especially vulnerable to outside influence and manipulation. Recently some of the Woorani were brought to Quito and camped out in front of Maxus' offices until the cold drove them back to the Amazon.

"A moratorium on oil development in these areas is impossible so we must minimise impact. Now the environmental unit is in on everything from the pre-feasibility stage," said Mr Navarro. An environmental audit of Texaco, which operated in the main Amazon fields for 20 years, is due to start this month.

The future of Petroecuador and all its subsidiaries is still under discussion. Parts of the oil industry may be privatised - for example, the refineries on the Santa Elena peninsula and some of the retailing businesses. Big investments in infrastructure are needed, including a new pipeline over the

Andes mountains if Amazon production goes above 400,000 bpd.

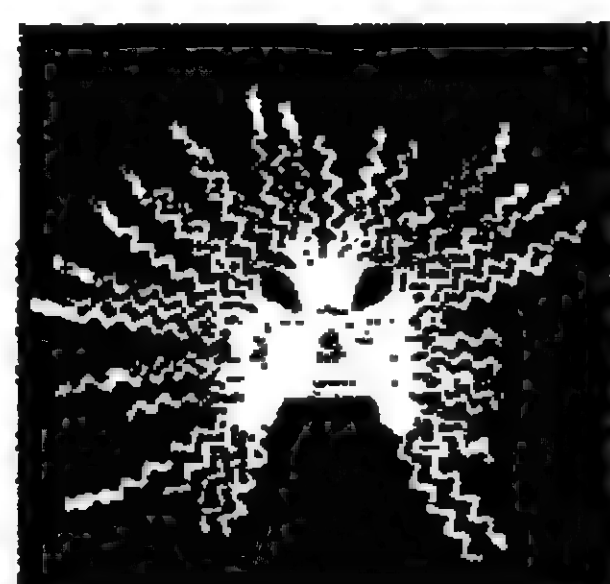
But it is not clear how far the government will go on privatisation, given the strength of the oil trades unions, the convenience of a state income and the nationalism attached to oil issues.

The electricity sector - particularly the distribution end - is also a candidate for privatisation in the long term. Three quarters of Ecuador's generating capacity is hydroelectric, although small thermal plants are being set up. The Faute scheme, which supplies a third of the country's power, is threatened by the quantity of sediment accumulating in the reservoir. Construction of a dam higher up the river to control the problem has been postponed several times but is now to go ahead, according to the government.

In spite of a plethora of plans and studies of energy alternatives, Ecuador has never had a comprehensive energy policy. Natural gas in the Gulf of Guayaquil remains undeveloped, and extensive fuels such as diesel are used in thermal power stations. The government has made a start by trying to rationalise consumption but there is still a long way to go.

Sarita Kendall

## ADVERTISEMENT



## CENTRAL BANK OF ECUADOR

## Ecuador firmly on the path of economic reform

by: Ana Lucia Armijos  
General Manager, Central Bank of Ecuador

On September 3, 1992, the new Government of President Sixto Durán Ballén launched an ambitious economic reform program. The initial adjustment measures were tough, for we faced sizeable macroeconomic disequilibria: the fiscal deficit was running at an annual rate of 7 percent of GDP, inflation had settled at around 50 percent per year, and net international reserves had fallen from US\$760 million at end-1991 to US\$224 million at end-August 1992, or to less than one month of import cover.

From the outset of the program, the new Government has emphasized that macroeconomic stabilization measures have to be accompanied and supported by deep structural reforms, in order to secure an enduring restoration of confidence and, thus, a recovery of private investment and sustained growth. We believe, in particular, that without a profound reform of the public sector there is little hope in reversing the poor economic performance and continuous decline in living standards that has occurred during the last decade.

Over the past three months we have advanced steadily with the implementation of our program. The sucre was devalued in the official ("intervention") market by 33 percent at the beginning of the program and, on November 25, the surrendering requirement for private exports was lifted, thereby completing the unification of a free foreign exchange market for all private sector current and capital transactions. Gasoline prices and electricity tariffs have been raised by about 120 percent, not just to reduce the fiscal deficit but also, and perhaps more importantly, to improve efficiency in resource allocation by eliminating hidden and distortive subsidies and bringing relative prices more in line with relative scarcities.

A budget reform law, submitted to Congress as a emergency bill, was approved November 27. This law rationalizes the process of budget design and approval and strengthens the monitoring and control of budgetary execution. It also virtually eliminates revenue earmarking, a practice that has been a source of major rigidities in the budget. Other measures in the fiscal field have included substantial cuts in public sector expenditures; a freeze in public sector hiring; the introduction of a system to encourage early retirement of public servants; and the first steps toward the elimination, merger or transfer to the private sector of a number of public sector entities. The Government is also working on programs to improve tax administration and will soon be submitting to Congress laws on privatization, private sector participation in the petroleum sector, and customs reform.

As regards monetary and financial sector policies, remaining controls on interest rates have been eliminated, the legal reserve requirement was lowered, and the Central Bank has shifted toward market-based, transparent instruments of monetary policy. In particular, the Central Bank has begun operating its money and exchange desks and will introduce in December a system of regular auctions of open market securities. We will be soon submitting to Congress a reform of the current monetary regime law, in order to clarify the Central Bank's functions and strengthen its autonomy. A capital markets law is virtually ready for submission to Congress; its approval shall help pave the way for Ecuador's entry into the league of fast growing emerging markets. The strengthening of banking supervision and prudential regulation is high on our agenda.

Despite the short time that has elapsed since the launching of our economic reform program, a number of clearly positive results are already observable. Short-term devaluation expectations have been virtually eliminated, giving rise to an important reflow of private capital, facilitating a rapid accumulation of international reserves to over US\$750 million, and allowing for a significant decline in nominal interest rates. We are now projecting a public sector deficit of less than 3 percent of GDP for 1992, compared to a deficit of 7 percent of GDP that would have obtained in the absence of corrective measures. And the monthly rate of inflation has shown a clearly declining trend: after initially jumping to 10.6 percent in September - reflecting the pass-through effect of the measures - it fell to 6.3 percent in October and to 1.0 percent in November.

To ensure financing for our macroeconomic stabilization and structural reform program, we have begun in earnest negotiations with multilateral financial institutions, including the International Monetary Fund, the World Bank, and the Inter-American Development Bank. We expect to have a Letter of Intent signed with the IMF early next year. We shall soon begin formal discussions with our foreign bank creditors, with a view to achieving the market-based debt reduction that is needed to facilitate the restoration of Ecuador's normal access to international financial markets.

Clearly, a new, healthier economic climate is taking hold in our country. As we proceed with our economic reform efforts, we are confident that foreign investors will respond positively. We have no doubt that a growing participation of foreign investors is crucial to the modernization of our economy and to its full integration into the world economy.

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## ECUADOR 4

With the intent of forging tourism into the number one economic activity of the country, the nearly four-month-old government of president Sixto Durán Ballén is etching out, for the first time in Ecuador's history, a long-term development plan for the industry.

An indication of his commitment is that the president has formed a ministry of tourism and information which is to revise applicable laws, promote tourism abroad and co-ordinate the industry's development.

Tourism ranks fourth after petroleum, bananas, and shrimp in the generation of foreign currency. In 1991 the tourist industry itself generated nearly \$200m in direct revenues, but its impact on the rest of the economy is estimated to be three times as big. In the same year approximately 380,000 visitors came to the country, of which 40 per cent came from Colombia, 18 per cent from the US, 17 per cent from Europe and 11 per cent from Peru.

According to CETUR, the government's tourist agency and now technical arm of the ministry, Ecuador's tourism industry in 1991 had a lodging capacity of 58,000 travellers and employed approximately 35,000 workers. Of the 1,400 hotels, hostels and pensions to choose from in the country only roughly a dozen can be considered first class.

The biggest tourist attraction in Ecuador has been and continues to be the Galapagos Archipelago. More than 40,000 visitors came to see exotic penguins, the famous giant tortoises or tree-sized sunflowers last year. Boat cruise operators are putting pressure on the government to increase the permissible number of visitors.

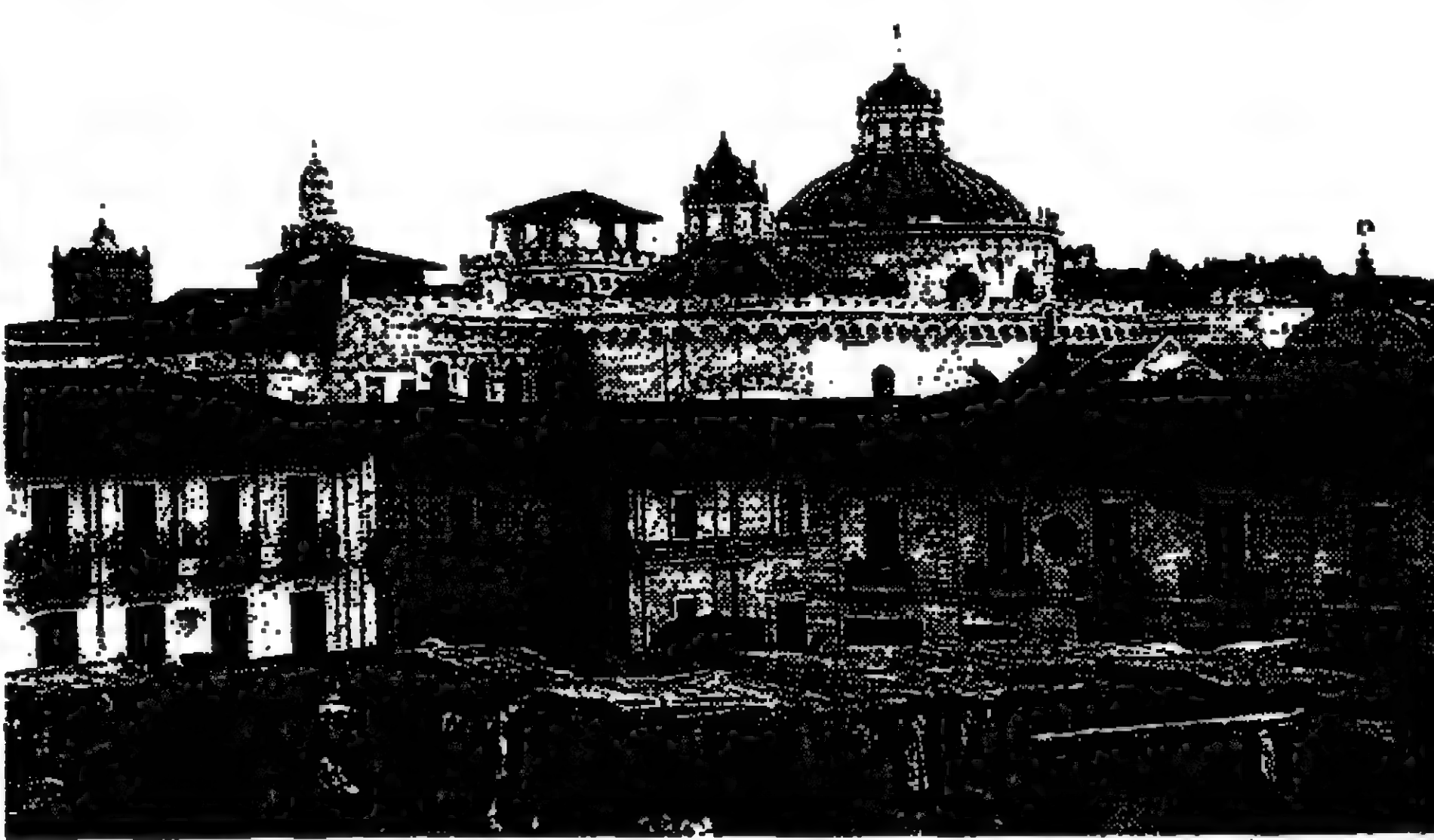
Yet the Charles Darwin Foundation, charged with conducting research and aiding in environmental protection, warns that the islands' delicate ecosystem is already being overtaken by the number of visitors.

However, the potential for tourism to grow in mainland Ecuador is enormous say industry analysts and travel entrepreneurs. "Ecuador has more", has been the slogan with which the private sector has sought to promote areas other than the Galapagos.

Ecuador's immense geographical and cultural diversity indeed make it a traveller's paradise. Beaches,



While the Galapagos Islands' natural attractions have long been a big tourism earner, colonial architecture, beaches and volcanoes make mainland Ecuador a traveller's paradise



The government's plans aim to turn tourism into the country's biggest industry

## Potential earnings enormous

snow-capped volcanoes, Indian markets, quaint colonial towns and Amazon rainforest can all be reached in little more than an hour's journey from Quito.

A favourable exchange rate makes Ecuador an inexpensive country for most foreigners. In addition, the country's political

**'In the past the government's efforts to promote tourism abroad have been minimal'**

stability gives it an advantage over its neighbours Peru and Colombia, where the governments are still battling against leftist insurgents.

"The potential has always been there," says Mr Eduardo Proano president of Metropolitan Touring, Ecuador's largest tour operator. "But in the past the government's efforts to promote tourism abroad have been minimal. Tourism has been largely a private-sector activity."

According to Mr Patrick Barrera of the private sector trade association Feptotur, the key to developing Ecuador's tourist potential is to further engage in eco-tourism - the branch of the industry that offers the country's natural beauty and diversity, while simultaneously

protecting it. Ecuador has already been practicing organised eco-tourism not only in the Galapagos but also in the Amazon region. Metropolitan Touring has been operating a luxury boat cruise on the Napo and Aguarico rivers for 18 years and now offers a range of holiday packages to the area.

As well as allowing visitors to view the unspoiled flora and fauna of the Amazon jungle in Cuyabeno national reserve in north-eastern Ecuador, nature guides on board educate tourists on the importance of conserving the wildlife they have come to see.

Eco-tourism not only provides local communities with an alternative to farming and hunting, but the fee that foreigners have to pay to enter the national parks helps finance the park management, which is still inadequate.

How tourism affects the behaviour of indigenous groups in these remote areas remains to be seen. Yet in Cuyabeno the Cofan tribe, which illustrates the Amazon's medicinal plants and sells handicrafts to tourists, seems to be benefiting from the influx of visitors.

One of the areas that the government and Metropolitan Touring are developing for eco-

tourism is the national park Machalilla, on Ecuador's central coast. Machalilla not only includes a tropical dry forest, a cloud forest and the island La Plata with bird life like that of the Galapagos - the bird count actually exceeds that of Galapagos - but it also harbours archaeological sights of one of the oldest civilisations in the Americas.

With the help of a three-year development plan designed by Feptotur, the government seeks to provide the necessary infrastructure to allow organised tours to operate in the park.

According to the plan the park will be spared grand-scale hotel complexes which might endanger the delicate balance of the ecosystem. Rather the facilities - including visitors centres and hiking paths - are to blend in with the environment as much as possible. Negotiations to finance the project are under way with private and institutional investors, including foreign ones.

Not only is eco-tourism a reasonable strategy because of the type of natural resources Ecuador offers, it is also reasonable because of its low cost and relatively short implementation time. The plan to develop Machalilla Park, for example, is estimated to cost \$150,000.

With these types of projects Mr Carlos Solórzano, the sub-secretary of tourism, expects positive results in the short to medium range.

With the reform of the foreign investment law under way, Mr Solórzano hopes the tourist industry will attract

**The possibility of 'debt-for-tourism swaps' is currently being explored**

enough capital to develop other potential tourists sites, especially in the hotel sector. The government is also exploring the possibility of converting the country's foreign debt into what would amount to "debt-for-tourism swaps". Such financial mechanisms have

already been employed in Mexico and Venezuela.

One of the main activities of the newly created ministry is to promote Ecuador as a tourist destination abroad. According to Mr Solórzano the government intends to collaborate closely with Feptotur, which already operates a promotional office in Miami.

Yet the success of eco-tourism in the long run will depend on the ability of the government to manage the diverging demands that exist on Ecuador's natural resources. Miners, loggers and settlers are invading parks and other protected areas at an alarming rate, thus endangering the very asset of eco-tourism - the country's ecological diversity and natural beauty.

Raymond Collitt

### KEY FACTS

Area	270,870 sq km
Population	11.1m (1991 estimate)
Head of state	President Sixto Durán Ballén
Currency	Sucre (Su)
Average exchange rate	1991 \$1 = Su1,048 1/12/92 \$1 = Su1,892

ECONOMY	1991	Latest
Total GDP (\$bn)	11.8	n.a.
Real GDP growth (%)	4.4	2.5*
GDP per capita (\$)	1,048	n.a.
Components of GDP (%)		
Private consumption	70.5	
Government consumption	21.7	
Exports	30.9	
Imports	-31.1	
Agriculture as % of GDP	17.6	n.a.
Consumer prices (% change pa)	48.7	50.4
Reserves minus gold (\$m)	924.3	527.1
Discount rate (% pa, year end)	49.0	48.0
Total external debt (\$m)	12,319	12,500*
Debt service ratio (%)	37.5	n.a.
Current account balance (\$m)	-457	-540*
Exports (\$m)	2,851	3,000*
Imports (\$m)	2,207	2,300*
Trade balance (\$m)	+644	+700*
Main trading partners (1990 % by value)	Exports	Imports
US	45.2	34.8
Peru	5.0	-
Panama	3.9	-
Germany	3.9	6.9
Japan	2.6	7.6
Brazil	-	5.9
Development indicators	15-20 yrs ago	Latest estimate
Dependency ratio <sup>1</sup>	48.3	43.1
Urban population (% of total)	42.4	56.0
Population growth rate (% pa)	3.0	2.2
Infant mortality rate (per 1,000 live births)	83.0	54.6
Adult illiteracy (% aged 15+)	25.8	14.2
Life expectancy (years)	60.4	66.1

\* = 1992 figures (Consumer prices, Reserves - June; Discount rate - July)  
\* = EIU forecast for 1992 = % of population aged under 15 or over 65  
Source: IMF, World Bank, Economist Intelligence Unit

Poverty, discrimination and lack of land are the main concerns

## Indians seek a united voice

INDIANS have become a significant social force in Ecuador, pressing for solutions to 500-year-old problems such as land and cultural survival, but also proposing reforms which would give them far greater autonomy.

The most controversial demand involves a change to the first article of the national constitution to describe Ecuador as a "pluri-national" state, on the grounds that the different Indian groupings are in fact distinct nationalities, each with its own history, territory, language and institutions.

Not all the indigenous organisations agree with this change and many non-Indians believe it could create an explosive situation. "Indian demands have got out of proportion," said Mr Fernando Guerrero, a social democrat congressman representing the highland province of Chimborazo, where over half the population is Indian.

"They want to achieve in two or perhaps five years all they didn't get in 500. On the other hand Indians should have their own representatives in Congress - they should be independent of the political parties, which only use them."

Between 25 and 45 per cent of Ecuador's population is classified as Indian, depending on how an Indian is defined: a man from Otavalo who ties his hair in the traditional long plaits but wears blue jeans and dark glasses may call himself an Indian while a poncho-clad Quichua speaking herdsman may not.

After centuries of exploitation as serfs and cheap labour most highland Indians are poor; they live off tiny plots of the least accessible and least productive land on the upper mountain slopes and, as population pressure mounts, migrate to the cities to take occasional low-paid work.

The Spanish conquerors came soon after the Inca armies when some of the Andean tribes were still resisting Inca rule. However, Quichua - a dialect of the Inca language - spread throughout the highlands and down to the Napo area of the Amazon lowlands.

Since 1888 bilingual education has been officially incor-

porated into the education system and there are about 1,000 bilingual Indian teachers in the countryside. Although Quichua is the most widely used of the eight Indian languages - about 30 per cent of Ecuadorians speak it - other Indian groups, such as the Amazon Shuar, also have their own bilingual schools.

The Catholic church has played an important part in reaffirming Indian languages and cultural values over the past 20 years, in contrast with its early efforts to wipe out all indigenous beliefs and impose "civilised" Christianity on the people.

The stronger Indian organisations - including the Confederation of Indian Nationalities of Ecuador, CONAIE - were originally Catholic influenced. "They tend to have a more aggressive view and are fierce about preserving cultural roots," said Mr Guerrero.

Although both religious and political issues divide the Indians, their main concerns - land, poverty and discrimination - are the same. Hundreds of communities joined the Indian uprising of mid-1990, blocking roads, invading haciendas and marching through the provincial capitals. The Indian movement virtually took over the highlands,

speaking with a united voice and forcing the government to address the land problem. Earlier this year over 2,000 Amazon Indians marched up from the Pastaza forests to the capital and camped out in a central park. Once again, the main issue was land. But while the highland Indians are fighting for the redistribution of large, extensively farmed haciendas, the Amazon groups want legal title to long occupied forest lands which are now being infiltrated by new settlers, gold panning families and oil companies. The Pastaza Indians won about half their territory and are drawing up a forest management plan for the reserve.

The 100,000 Amazon Indians are unexpectedly well organised and were the driving force behind the formation of CONAIE. Sedentary groups are trying to develop survival strategies combining mixed farming with the sustainable harvest of forest products. But much of the forest in the northern part of the region has already been cut down and the Indians often take jobs with the oil companies.

The new administration is taking the Indian question seriously, says Mr José Quimbo, who is in charge of the Indian Affairs Office

attached to the presidency. Cried in the dark blue wool poncho and felt hat that identify him as an Otavalo Indian, he describes the thinking behind the government's Indian plan. "Land is a priority - not just the transfer of land because that hasn't resolved many of the problems. Indians have to be trained to run their own projects and be incorporated into the development process and not depend on the state."

Mr Quimbo's own area is relatively prosperous compared with, say, Chimborazo. Newly cobble roads carry regular bus services and the houses are being white washed. It is not the small, over-ploughed maize fields that underwrite such improvements but a flourishing craft industry and a regular flow of tourists.

Many of the highland Indian communities lack drinking water and irrigation water, health centres, power and above all adequate access roads. It is often simply not worth paying the cost of transporting a few sacks of potatoes down the mountain to market.

Last month President Sixto Durán Ballén set a precedent by meeting CONAIE representatives. "It gives importance to our problems," said a member of CONAIE, who is, however, critical of the government's plan. "It seems to be the same sort of thing as before, providing latrines and hand-outs and not taking on the real difficulties."

In spite of their success in drawing public attention, the Indians are not considering taking on the political establishment as yet. The differences between the organisations are not insuperable, said Mr Quimbo, but "it is too soon for a political party. We have to go slowly and learn how to think ahead and how to work with each other."

Sarita Kendall

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## In for a rough ride

Continued from Page 1

Isolated incidents persist, but Ecuador has been successful in defusing incipient rebel groups in the past.

However, the government recognises that drug trafficking has become a serious problem and realises that the country is no longer merely a transit centre.

Both cocaine-making laboratories and poppy plantations

have been found in recent months. Estimates of the amount of money which is being laundered have risen to \$700-\$800m a year, although stricter banking controls have been introduced.

However, given the catching up that there is to do on so many fronts, many feel that the government is not moving fast enough.

"Ecuador - especially the social sector - has down-

graded more than any other country in the continent except Peru," said banker Mr Leon Roldos, former vice-president of Ecuador.

A government that wants to put through structural reforms must think ahead beyond the four years. It must get political forces working together and make people feel a long-term commitment.

Sarita Kendall

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Sarita Kendall



## Banknotes that leap out at you

Central banks are always trying to keep a step ahead of banknote counterfeiters by weaving metal strips into notes or cotton threads soaked in ultraviolet dye, and by the traditional - and most reliable - defence of watermark paper.

But, from Austria to Australia, holograms or their sister-product, kinegrams, are beginning to make an appearance on banknotes, and could become more common if current efforts to overcome technical problems are successful.

According to Stanley Kreitzman, president of US Banknote, holograms have two advantages when used on banknotes. First, they are simply another anti-counterfeiting technique to make the forger's job harder. Second, they prevent the increasingly prevalent method of counterfeiting by colour-copier - holograms are 3D, while a copier works in only one dimension.

One of the first uses of a hologram on a banknote was in Australia, on the bicentennial \$10 note. In Austria, the national bank began issuing a Sch5,000 note in 1990 using a stamp-sized kinegram in the shape of Mozart's head.

The kinegram, developed by Switzerland's Landis & Gyr Communications, changes position from left to right with movement of the note. Switzerland plans to use it in what will be the world's first full series of banknotes with kinegrams, now in development and due for issue in three or four years' time.

Holograms and kinegrams are stamped on to the notes with a hot press. But while the holograms can be produced economically, says Kreitzman, applying it to the note in exactly the same spot is difficult.

US Banknote is experimenting with holograms in two ways: it is trying to put a true holographic strip in the note - current efforts do not give a 3D look; and it is working with one of the world's biggest chemical groups on a way of printing the hologram on the note as it is being produced. "We're not too far away," says Kreitzman.

Achieving this could well overcome the US Treasury's anxieties about wear and tear on the hologram when applied via hot stamping. But it is a bit too early to predict when the mighty greenback will bear a hologram, or who or what might appear on it.

Andrew Baxter

Just a few years ago, holograms were cheap and glibly, a promotional gimmick on a cornflakes packet or decoration on a toy.

But today, holograms - known to the initiated as optically variable devices (OVDs) - are proving increasingly popular as a means of preventing theft and fraud.

Already widespread on rigid plastic credit cards, the Association for Payment Clearing Systems (Aps) in the UK is drawing up standards for the shimmering slivers of foil to be used on cheques.

The extent of cheque fraud is difficult to calculate. In 1990, Aps believes it totalled about \$17.7m, although that dropped in 1991. But many say the figure is far higher, with individuals and companies unaware they have been defrauded - or unwilling to admit it. Detective Inspector Guy Johnson, of the West Midlands Police cheque squad, says this kind of theft is widespread and is replacing the traditional "smash-and-grab".

The police face two problems. First, counterfeiting, where the name or value on a cheque is changed. Second, forgery where the basic document, such as a cheque, is copied.

Forgery has become increasingly easy, as colour photocopyers and colour scanners have enabled the dishonest to replicate cheques, tickets and vouchers. "These are dangerous things because they are getting quite ubiquitous," says Philip Hudson, managing director of De La Rue Holographics. "They're also very difficult because the police can't trace the cheques: there are no tell-tale signs."

Jan Kellert, chief accountant with mail-order company Grattan, which plans to use cheques incorporating holograms from the new year, believes his company was quick to recognise the risks of such advanced technology because they themselves are users of it. "We related to desktop publishing because we use it in our business for catalogue creation. We wanted to take the cheque out of this printing environment."

While complex patterns, fluorescent inserts and water marks have all failed to deter the dedicated forger, hologram makers believe their products will succeed because they are difficult to replicate. "They can't be copied or photographed. To replicate them you would need the same technology as we have," says Hamish Shearer, technical director of Applied Holographics.

Producing a hologram requires clean rooms similar to those involved in semiconductor production.

In brief, the hologram pattern is created by splitting a laser beam in two: half falls on a photographic

Cheque security has entered a new dimension, writes Della Bradshaw

## I'll pay by hologram



Stephen Adams: covert security systems are needed to track fraud down the line

plate; the other half shines on to the art work before reaching the plate. The way in which this pattern interferes with the pure beam determines the final hologram. After further processing, the plates are coated with molecules of pure silver, then topped with nickel. The plates are then used to build up a printing cylinder for mass production.

Stephen Adams, divisional director of the security print and systems division of Kenrick & Jefferson, believes OVDs should be used with other techniques to prevent fraud. "We never advocate a single security feature," says Adams. "It has to be a more and more covert system to track the fraud down the line."

Johnson believes otherwise. He argues that the banks should spend

their money on a single technology which cannot be copied and which is easily recognisable by everyone likely to handle the cheque - from the banker to the shopkeeper in the local store. "Unless the receiver of the document knows what the document looks like, how can we stop counterfeiting?" asks Johnson. "If the counterfeited document is rarely seen, such as a building society cheque, how do you know whether it is counterfeit or not?"

Two obstacles had to be overcome to put holograms on cheques. The first was to ensure that the hologram stuck and could not be removed. The paper used for cheques is highly textured so adhesion can be difficult. And the heat and pressure needed to apply the OVD has to be carefully controlled so that it does not destroy other security features.

The second was to ensure the integrity of automated cheque processing. If the hologram had been thick - it is just 2.5 microns, or millionths of a metre, deep - "piggybacking" could occur, where the build up of a "bump" in the pile of cheques results in some of them slipping through the automated process without being read.

Estimates for the market-growth of holograms for security and anti-counterfeiting vary widely. But Morris Weissman, chief executive officer of United States Banknote, one of the biggest hologram suppliers, reports market-growth of 75 to 80 per cent over the past year. "We expect the same kind of growth in the coming year," he adds.

Manufacturers say this is because several drawbacks have been ironed out. Now the devices can be easily incorporated in factory production lines - just like a stick-on label.

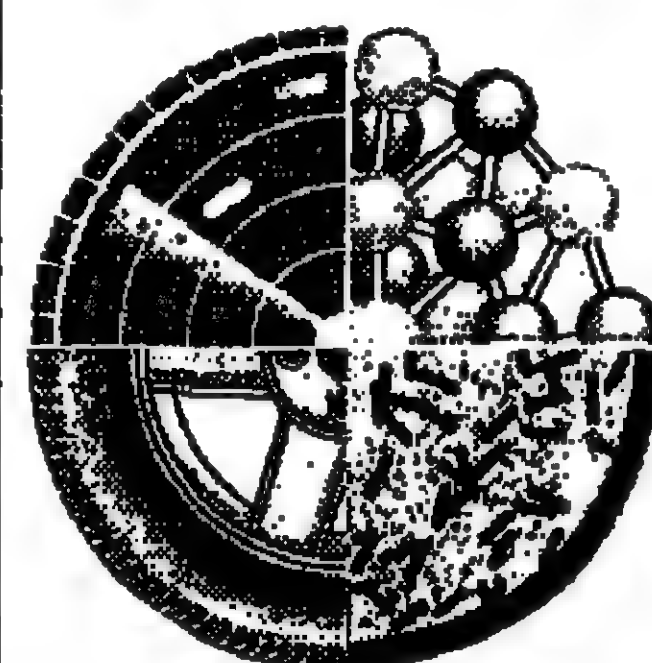
And prices are falling. Holograms on cheques works out at less than one penny per cheque - conventional cheques cost three or four pence each. On top of that is the cost of designing the hologram - anything from \$2,000 upwards.

Other documents have already been given the hologram treatment. Wembley Stadium tickets contain holograms, as did all the tickets for the 1992 Olympic Games. Season tickets on the Illinois mass transport system in the US also bear an OVD as do postal stamps in several countries.

Another big growth area is in packaging to ensure that seals on prescription drugs, software or video cassettes are not broken. Whether a company is distilling whisky or making jeans, holograms can help it protect its label.

Appropriately, even Batman is in on the act. Every licensed Batman product sold in the US last year incorporated a hologram in the packaging.

## Worth Watching • Della Bradshaw



### Toshiba strikes oil in recycled plastic

Researchers at Toshiba's environmental engineering laboratory have developed a way of reclaiming fuel oil from chloride-based plastics, such as PVC and polypropylene.

The difficulty in recycling these chloride-based plastics is that they give off harmful hydrogen chloride gas when heated.

The Toshiba process puts smashed plastics into a reacting chamber, as with traditional reclamation processes. However, a high-density alkaline solution is then added which transforms hydrogen chloride into a harmless salt when heated.

Because the alkaline solution decomposes some of the plastic additives that resist heat, the retrieval rate for oils rises from 50 per cent to 90 per cent.

Toshiba: Japan, 03 3457 4511.

### Prize winner in motorway safety

Safer motorway crash barriers have been developed from a rope technology originally designed for restraining landing aircraft on aircraft carriers. The Briten four-rope safety fence has won the 1992 Prince Michael road safety award for technical innovation for its developer, Briten Ropes, of Gloucestershire.

The system comprises four ropes each made from 21 wires of high tensile carbon steel which individually can lift the weight of a typical saloon car. The ropes are woven between posts which collapse upon impact, absorbing the kinetic impact of the vehicle. Briten Ropes: UK, 0302 389412.

### Blessed are the bleach makers

Paint-makers, specialist chemical companies and even

manufacturers of household bleach will have to comply with a standard labelling system if they want to sell their products in the single European market. To help product formulators label their products correctly, Safeware Systems of Kegworth has developed a PC software package which identifies the correct risk label to put on the product - there are about 100 of them.

The package also helps formulators decide which ingredients to swap in order to change the hazard levels. Diluting many chemicals can reduce the danger factor, for example. The package could also reduce the need for animal testing. Safeware Systems: UK, 0509 672656.

### Cruising into the lecture room

"You should be able to walk into a room, stand in front of a board of directors or a group of students and start making your presentation in 30 seconds," says Jeremy Bent, marketing director of Daltex, which has launched a presentation tool called the Cruiser. It consists of a notebook computer with a detachable screen (or tablet), a 2m character expandable memory, and a detachable hard disc, writes Andrew Fisher.

The Taiwanese-made product, in black and white (£2,395) or colour (£4,995), is aimed at making things easy for the non-technically minded who want to get their message across with a minimum of fuss and maximum effect.

Its screen fits any overhead projector and no special lighting conditions are needed. Daltex Distribution: UK, 081 450 3486.

### Of mice and burglars

Burglar alarm technology has been adapted to trap a different kind of intruder - the mouse.

When the mouse approaches a "catching box" two infra-red beams are broken. A transmitter sends a message to a control box which shuts a trap door, imprisoning the mouse.

The control box, which can serve over 200 mouse boxes, gives both an audible and visual signal that the mouse trap has been entered. Rentokill: UK, 0342 327171.

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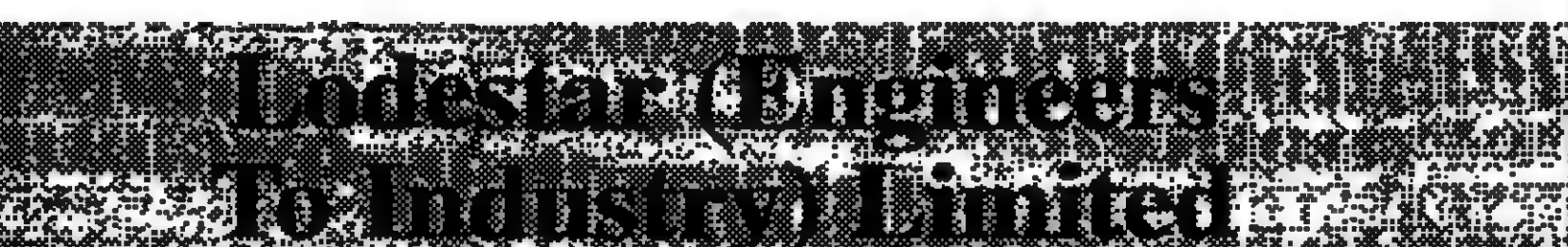
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Cork Gully

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Notice is hereby given in accordance with the terms and conditions of the Bonds that the Company has elected to redeem all the outstanding Bonds on 29th January 1993 (the "Redemption Date") as a price of 100% of the principal amount (the "Redemption Amount") plus interest due as provided in the Terms and Conditions of the Bonds.

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The Financial Times proposes to publish this survey on

18 February 1993

Should you be interested in acquiring more information about this survey or wish to advertise in this feature please contact: Sara Mason

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## MANAGEMENT

## Japan adapts to western practices

Japanese managers are discovering the importance of managing people, rather than factories, in their efforts to cope with worsening economic conditions. This message has been spread by consultants from Tokyo's Nomura Research Institute during a world lecture tour on how Japan is dealing with slow growth.

NRI says executives are even adopting the management priorities of western companies. Profits have already replaced sales at the top of the Japanese management agenda, guaranteed lifetime employment is becoming a thing of the past and the interests of shareholders are increasingly important.

But more important changes are also taking place. Traditionally, executives have concentrated on improving productivity. Now "serious consideration is being given to methods of running organisations based on people", according to Shiro Tanikawa, a senior management consultant at NRI.

By fostering a sense of individuality, for example, companies are finding it easier to move managers between jobs and manager mobility has allowed several companies to restructure in recent months.

Another break with the past is a growing willingness by Japanese companies to buy in new product concepts, a trend which NRI says could lead to expanded links with domestic and foreign companies. It tags the process with a new management catchphrase: *Kyo-sei*, or "global symbiotic co-operation".

One contributing factor has been the westernisation of the Japanese economy: the service sector has grown, capital costs more, working hours are shorter and consumer desires have become more diverse.

The result, according to Takeaki Murakami of NRI's consumer and services industries department, is that "Japanese-style management and US and European-style management are moving closer together."

Daniel Green

An international company decides to open a subsidiary in a country where it has had no previous presence. The expatriate manager has no experience in the country, does not speak the language and has no knowledge of the local culture or way of doing business.

Diff? Not as difficult as it seems. A company which opens an outlet in an inner city with an ethnically diverse population and then appoints a manager from the suburbs to run it without the right training or experience, says Joanna Howard, research director at Roffey Park Management Centre.

Howard is conducting research into the skills needed by inner city managers. She argues that urban renewal programmes conducted by government agencies, local industry and community associations in many of Britain's worst-affected inner cities are undertaken without proper consideration of the skills needed to run the initiatives.

The characteristics of these urban areas - broad cultural mix, pockets of gentrification, housing difficulties, dense population and a high potential for the entrepreneurial spirit - impose distinct demands on managers, regardless of their business.

"It's in inner cities that our major black communities live, and other communities with rich and different cultural backgrounds," she says. "The model of management that relies on everyone working from the same cultural assumptions may well fall down in this kind of setting. The manager who pays attention to 'what matters here' at an everyday, as well as at a deeper, level has a better chance of succeeding."

This may mean being able to manage large numbers of part-time and casual workers, or being aware of how the experience of long-term poverty, unemployment or racial harassment affects people.

Being more sensitive to the safety and security of employees is one example. "Simple things like putting lighting in company car parks or arranging transport for your female managers if they work late will do wonders for your staff turnover," says one personnel manager. The security of employees is a particular problem for Colin Allias, district general manager of British Gas in Southwark, a south London borough with a high crime rate in its many high-rise housing estates.

Maintenance engineers are now accompanied by less-skilled colleagues and meter inspectors are equipped with radios. Both measures were introduced following the establishment of working parties between management and staff to consider safety issues. Allias says teamwork and

Poor urban areas pose special problems for businesses, and managers will need new skills if they are to meet the challenge. Michel Syrett reports

## Streetwise in the inner city



Managers find that involvement in community affairs plays a critical role in maintaining the standing of companies locally

employee communication are particularly important in inner city settings. "I'm not saying they aren't important in other parts of the country," he says.

"However the need to use these skills more effectively is more acute in areas where there is this high ethnic tension and distrust between communities."

Much the same could be said of involvement in community projects. Community work is generally regarded as good corporate behavior,

but the networks it provides for managers in inner city communities could be vital in attracting and retaining good staff.

Managers might also gain a greater understanding of the local demand for their organisations' services or products or the need for special credit or loan arrangements.

Philip Morris was manager of the Brixton branch of the Marks and Spencer clothing and food chain when riots erupted in the south London borough in 1981. He found

his involvement in community affairs played a critical role in maintaining the standing of the company locally.

"During the turmoil, people turned to M and S as an oasis of calm. They felt safe inside our doors. It really drove home how important it is for businesses to take an interest in the people around them. I still feel a sense of pride in the fact that the M and S name is placed on the 'We're backing Brixton' sign over the railway

bridge is still up there after 10 years."

Employee recruitment, training and appraisal are another challenge.

Corning Glass in the US, for example, introduced reforms to their personnel policies in the wake of internal surveys that suggested female and black employees were leaving the company at twice the rate of their white male counterparts.

The reforms included weeding out hidden biases in selection and appraisal procedures and introducing workshops to give employees a chance to air their concerns.

The team responsible for improving the opportunities for black workers went further, working with local chambers of commerce to persuade grocery stores to place black hair products on their shelves and talking local TV stations into adding black entertainment programmes to the line up.

"Corning's example shows how important it is for inner city managers to think outside their immediate mindset and see how employment policies need to be linked to reforms in the local culture, networks and amenities," says Beatrice Young, founder of the culture change practice of Harbridge House, the US consultancy that has pioneered human resources strategies.

"This requires lateral thinking on a scale that would not be needed in other environmental circumstances," she says.

Iain Vallance, British Telecom's chairman, recently said the ability of UK industry to trade profitably in inner cities depended "very considerably" on the health of the local community.

"If that health is adversely affected by deprivation, crime, vandalism, racial tension, inner city decay, homelessness or pollution, so too is our own business health. Our opportunities are reduced, our problems increase, our costs rise," he said.

The scale of inner city regeneration in Britain means that companies need more managers who understand other cultures. But Howard argues that inner city workers rarely win promotion to middle management.

The question facing employers is how to support and foster inner city managers who can "match" the organisational culture of middle and senior management with the values that make them effective in their work.

It means, says Howard, "helping a person value what they bring to their role as managers because of their differing background, rather than in spite of it."

Roffey Park Management College, Forest Road, Horsham, West Sussex RH12 4TD. Tel 0439 851944

## Codes of ethics on a wing and a prayer

Following in the footsteps of their more self-conscious American brethren, more and more European companies are introducing codes of ethics.

At first sight they look impressive to the "stakeholders" at whom they are aimed - employees, suppliers, customers and the wider community. But how many are really worth the paper they are written on?

Much depends on how they are drawn up, according to Richard Harris, the Bishop of Oxford. In many companies they are formulated by a small group at the top.

But the Bishop disparaged such codes last night in a London Business School lecture on "the morality of good business".

Instead, he advocated a lengthy process of consultation in which everyone affected could participate. His own diocese had involved all of its parochial church councils in drawing up a *Vision, Ethics and Targets* paper, he said. The process took two years.

Imposing other requirements needed to make codes of conduct effective, the Bishop said they should be expressions of, not substitutes for, a deeply-imbued sense of corporate values.

Rather than just being applied in a "minimalist, legalistic way", they were effective only when they were seen to be part of a corporate culture with a strong sense of moral purpose about what the company did and how it did it.

Codes should be communicated widely and kept constantly effective, said the Bishop. The next stage for companies must be to review and monitor them. Adequate mechanisms must be set up to test "the effectiveness, the reality, of what exists on paper".

Comparing the existence of codes of conduct in Britain with other industrialised countries, the Bishop cited statistics which suggest that about 75 per cent of US companies now have them, against 40 per cent of companies in Germany and France in 1988, but only 28 per cent of Britain in 1991.

However, this was well up on the 18 per cent in 1987. The Bishop expressed confidence that the increase would continue.

Christopher Lorenz

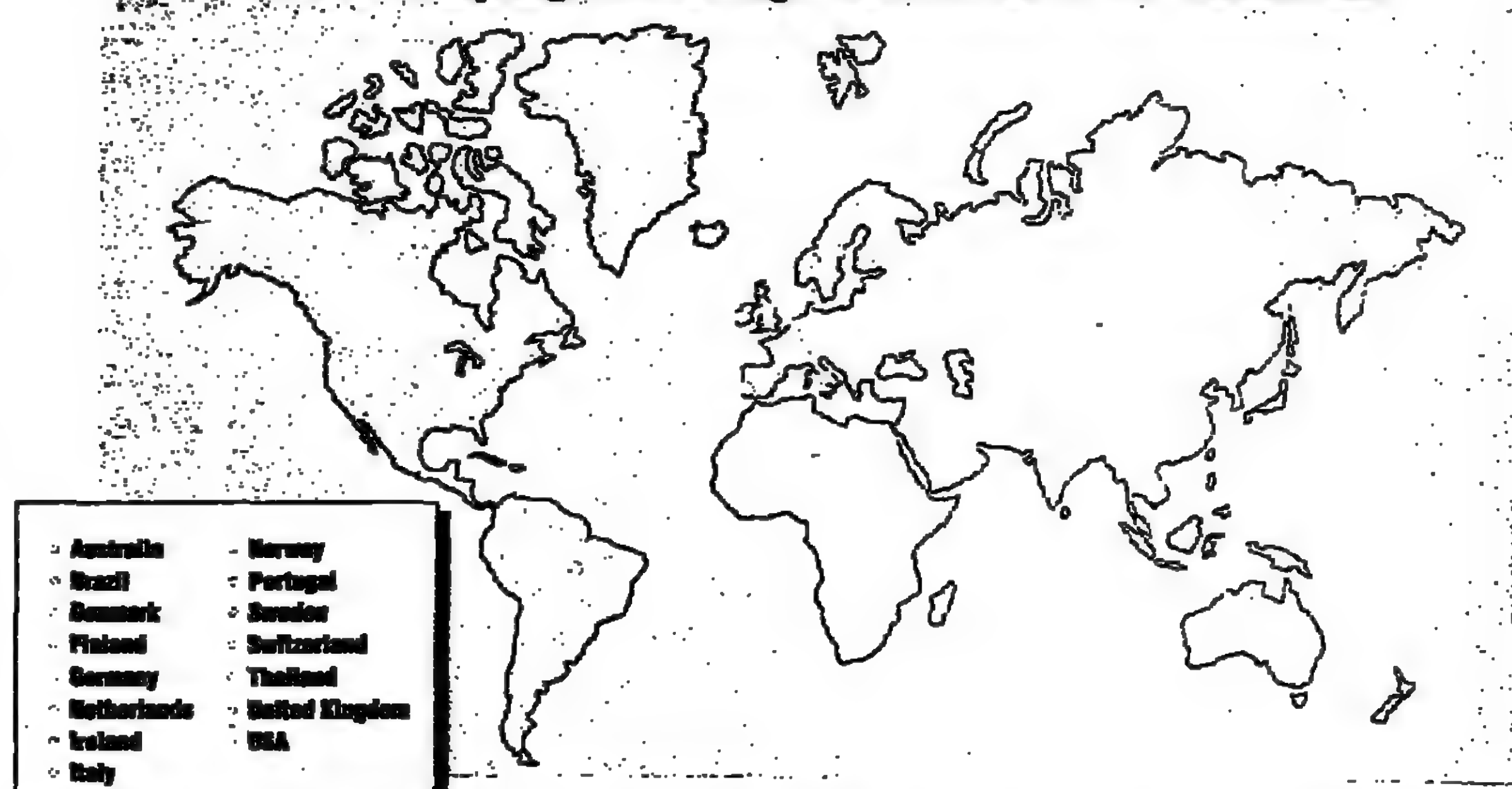
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'Adding value' is one of the greatest challenges faced by telecommunications network operators (telcos) in a deregulated, competitive age.

It means offering new features that boost business efficiency, adding flexibility to basic services, and integrating services with each other. Especially important are the demands of large business customers - who are the most sophisticated users of telecom services.

To meet these needs, telcos are placing more and more emphasis on installing advanced computer systems to look after the management of networks, services and their entire business offering.

It's a multi-billion dollar market - and one in which Ericsson has taken a lead with its TMOS family of management systems. Since its launch in 1990, more than 60 TMOS systems have been ordered by telcos in 15 countries.

The TMOS family is designed to manage modern telecom networks, which contain a large mix of equipment from many different suppliers. Individual modules in the family handle the management of basic telephony services, ISDN, cellular services, transport

network services, Intelligent Network services and business services such as Centrex.

## Commercial success

One key to the success of TMOS is that it is an 'open' system. Using international standards in computing and telecoms means that it will work in a multi-vendor environment. TMOS is also 'open' for modifications: telcos and third-parties can develop new applications on the basic platform, to suit their own needs. Ericsson is involved in a number of joint projects of this sort, with telcos around the world.

The open platform will allow Ericsson to build broader solutions, incorporating third-party products. Telcos will then be able to purchase complete, integrated solutions that will cover all aspects of service and business management, from controlling switches and other network elements right up to customer service and billing.

## The 'virtual PBX'

Centrex is one example of the services that will be dynamically managed through TMOS. Centrex allows a telco to give its business customers all the features and benefits of a PBX system - without having to install and manage their own equipment. Imple-

mented on multiple sites, this service becomes a 'virtual private network'.

Drawing on its experience in both business and public telecoms, Ericsson has launched an advanced Centrex capability for its AXE public exchange. This allows AXE to mimic almost all the functions and features of the Ericsson MD110 digital PBX - the world's best-selling large PBX system, with more than 5 million lines installed or on order in 50 countries. Even the telephones and signalling protocols will be the same.

The first phase of this offering is already in commercial use. When the second phase is marketed towards the end of 1993, telcos will be able to create multi-site national and international 'virtual PBX' services for their larger customers.

The creation, customisation and management of such advanced Centrex services will be handled through TMOS management systems. TMOS will also give customers a high degree of direct control over their services, enabling them for instance to vary transmission capacity on demand according to changing day-to-day needs.

TMOS is Ericsson's trademark for its family of Telecommunications Management and Operations Support Systems.

## US\$ 700 million in orders for Ericsson's AXE exchange

Recent orders for Ericsson's AXE digital public telephone exchange equipment confirm it as one of the world's leading switching systems.

The largest is a three-year contract worth some 2250 million (US\$ 375 million) which comes from BT, as part of the continuing modernisation of its national network.

Ericsson has been supplying AXE exchanges to BT since 1984: total orders, excluding the latest contract, amount to 5 million lines. The new deliveries will include advanced services such as ISDN.

New orders from China include

three-year purchasing agreements covering the provinces of Liaoning and Jiangsu, worth nearly US\$ 300 million. There are already 1 million lines of AXE in service in China, and a further 1.2 million are on order.

Finally in Croatia, four AXE International exchanges are to be supplied for the cities of Zagreb, Rijeka, Split and Osijek, making Croatia the 58th country to choose AXE for international switching.

Ericsson's AXE is the world's most internationally successful switching system. More than 80 million lines are installed or on order, in 89 countries.

## Radio in the local loop: delivering vital telecoms links fast

Efficient telecommunications is recognised as an essential prerequisite for economic development. So what do you do when businesses urgently need phones, but there's a ten-year waiting list?

In eastern Germany, the problem has been solved with an innovative use of mobile phone technology, bringing more than 50,000 urgently-needed telephone lines into service in a matter of months.

Ericsson has pioneered this approach, installing systems on a turnkey basis in a large number of towns and cities in eastern Germany.

The system installed by Ericsson is basically a 'stripped down' version of proven cellular mobile telephone technology. It

uses a radio link to replace the wires that normally run to subscribers from local telephone exchanges.

As a result, telephone services can be provided quickly and cheaply, with no need to lay telephone cabling all the way to the subscriber. Subscribers are given an ordinary telephone, and there's no difference in the service they receive compared to a conventional wired network. Facsimile machines and modems can be used as well.

Solutions like this are termed 'radio in the local loop' in the telecoms industry. It's an application that's attracting enormous interest throughout eastern Europe, and in many other parts of the world where demand for telephone services exceeds supply.



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The telecommunications market is moving in the direction in which we have a unique position and strength.

The key words in a modern telecommunications network are mobility and flexibility. These have also been the guiding principles behind our extensive technology investments.

Increased order bookings have continued to rise, a fact that we have invested in the right areas. For the fourth consecutive quarter, we can now report a strong increase in orders received. We can also report savings in the third quarter that are higher than in the corresponding period last year.

Despite the deep recession that prevails in many of our major markets, and of course



## Now on sale: the world's smallest GSM phone!

In May, 1992, Ericsson introduced the first type-approved phone for the new digital GSM cellular networks coming into service in Europe. Now it has introduced the world's smallest - the GH 172 - pictured above.

More than 100 grams lighter than its nearest competitor, the new telephone went on sale in Germany in November 1992.

the end is still not in sight, we have conscientiously continued with our comprehensive development programme.

We shall continue to be a world-leading, independent supplier of telecommunications equipment, based on a solid, high-quality product range that is continuously adapted to market demands. To remain independent, a positive cash flow is also important.

I feel strongly optimistic regarding Ericsson's long-term future.

Lars Ramqvist  
President and CEO

Telecommunications LMI Ericsson  
S-225 22 Stockholm, Sweden

INTERNATIONAL ARTS GUIDE











# Boris Yeltsin may be risking all in calling for a referendum on Russia's future, says John Lloyd

## Man of the people throws down the gauntlet

**M**r Boris Yeltsin is in a battered mood, his enemies are clear and his standard raised. Yesterday morning, he stood before the hostile Congress of Russian People's Deputies - as he had before the Communist party central committee and the Soviet parliament - and in his stentorian voice, laid down the lines of his defiance. In such situations, he has gambled and won. Now, however, he is putting not just his career on the table, but his country as well.

His call yesterday for a referendum to decide whether the president or Congress should rule Russia appears to destroy at a stroke weeks of negotiations and concessions to the central ground. Where he had been careful to present himself as a president of all the people, and had seemed to lean heavily towards the centrist Civic Union in a search for a broader base, he has now abruptly broken with the politics of interest group manoeuvre in favour of a direct appeal to the people.

Why did he change course? According to deputies close to Mr Yeltsin, his advisers, since the last Congress met in April, have presented him with the option of going over the heads of the obstructive Congress and its permanent body, the Supreme Soviet. Until now, he has said that he did not want to provoke a battle with the deputies.

When Mr Yeltsin met a group of supportive deputies on Saturday morning, before the vote on a series of constitutional amendments which would have sharply reduced his authority, he indicated that he was ready for such an appeal if the package passed. In the event, the most damaging amendments were narrowly defeated. But the vote on Wednesday which blocked Mr Yeltsin's attempt to confirm his acting prime minister, Mr Yegor Gaidar, as the permanent prime minister seemed to have provided a substitute trigger.

Mr Yeltsin and the Congress reached their impasse for two reasons. First, the Congress, which had opened last week, voted for a motion which roundly condemned his economic reform programme as "against the people's interests" and demanded changes to economic policy far more sweeping than those Mr Yeltsin and his government were prepared to contemplate. These included a demand for a release of more credit to industry and an immediate end to Russia's fall in production.

Such demands were of particular concern because of the constraints which Mr Yeltsin's reform programme is already facing. He has been forced by



Ready for battle: from left, Yegor Gaidar, President Boris Yeltsin and Alexander Rutskoi

the power of the industrial lobbies and the fear of mass unemployment to extend financial support to the ailing state enterprises. This, and his disagreements with the central bank, have added to strong inflationary pressures.

The second - and the more pressing - reason for the current impasse is the constitutional mess in which the country has wallowed since the collapse of the Soviet Union. Unusually among post-communist states, Russia has neither a new constitution nor a newly elected assembly. Its constitution is a patchwork version of Soviet law, and the "parliament" preserves the two-level Congress and Supreme Soviet.

In both bodies were elected by popular vote in 1990. Most of the candidates were selected

Together with his colleagues in the Civic Union, he appealed for a compromise to which a president who has shown himself to be most uncompromising may refuse to agree.

Having made his choice, Mr Yeltsin is faced with several urgent questions.

First, how solid is his base? His radical support is smaller than it was when it stood for the cause of Russia against the crumbling Soviet Union. His personal stock has fallen as the economic crisis has deepened. His government, well supported abroad, has shallow roots at home and has only recently sought to build relationships in industry. Where before there was no obvious alternative, now at least Gen Rutskoi is a potential challenger. This does not mean

also deeply divided. The centre ground, on which Gen Rutskoi and his fellow leaders in the Civic Union are seeking to stand, claims to be interested in reform and stability. The hardliners, clustered around the National Salvation Front, with its patriotic and communist sympathies, appear interested in neither. The two groupings have had talks but failed to reach any agreement. However, figures such as Mr Nikolai Travkin, leader of the Democratic Party, could act as compromise leaders.

Finally, can reform be continued? Mr Gaidar, who Mr Yeltsin said would remain in office, was typically businesslike yesterday, saying that talks on the continuing with the international financial institutions, and that the privatisation and other reform programmes proceed as planned. Yet he knows better than any other how flickering reform's flame is, and what a gust it is now having to withstand as, once again, Russia is plunged into crisis.

Mr Yeltsin has, therefore, dramatically raised the stakes in the contest for political power. But he has not wholly cut himself off from retreat. Last night, Mr Sergei Shakhrai, a close aide and a deputy prime minister, was negotiating with Mr Yuri Yarov, a deputy speaker of the parliament, on the possible grounds for compromise.

In the confrontational world of Russian politics, it is possible that Mr Yeltsin acted as he did in order to frighten the Congress into acquiescence. But he has vastly strained the fragile system by doing so. Resolution by compromise would now seem to demand the humiliation of either Congress or the president. If neither backs down, the stage is set for a winter of political struggle which puts economic reform, political resolution and the fate of the country itself at hazard, once more.

**Not all Yeltsin's opponents can be dismissed as reactionaries or unbowed communists. Some are against him because their constituents are suffering from the effects of reform**

by the Communist party and its various front organisations. In this uncertain situation the powers and responsibilities of the president, legislature, government and judicial authorities are unclear. Indeed, much of the business of the current legislative session has been an attempt by the Congress to gain control of the government.

Mr Yeltsin has now chosen to break this impasse. By doing so he has plunged Russian society into a conflict which his opponents believe will be bloody and which will certainly lead to further political polarisation. General Alexander Rutskoi, the vice president, made clear in a tense speech to the Congress yesterday that he had broken with the president and in doing so was implicitly putting himself at the head of the opposition to him.

that Mr Yeltsin is doomed to fail or to agree to a humiliating climbdown, but the path he has chosen promises to be the most difficult.

Second, how strong is his opposition? In the Congress, it is overwhelming. All of his opponents among the deputies cannot be dismissed as reactionaries or unbowed communists. Some are against him because their constituents are suffering from the effects of reform. In the security apparatus and the army, there is a strong tug of loyalties. Mr Victor Baranikov, the security minister, yesterday gave a speech which included alarmist passages about the external threat from foreign security services and the interior threat of organised crime. In the context, it sounded like a warning from the Soviet past.

However, the opposition is

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

### Ballet was enthralling, and not misguided

**From Mr Peter Carter.**  
Sir, I read with incredulity the review by Clement Crisp on the *Tales of Beatrix Potter* (Arts, December 7).

I have recently watched Swan Lake in awe and been moved to tears at Mayerling (which I saw twice). I found the production of *The Dream* and *Beatrix Potter* simply marvellous.

Rather than viewing the "staging as misguided and unworthy", I sat enthralled, watching these "animals" dance. Moreover, at the Saturday evening performance, I noticed only a handful of children; so how Mr Crisp concluded that "it is... a play by Covent Garden to bring in an audience on the tugging arms of children" I will never know.

The house was packed to bursting point (I had to queue at 9.30am on Saturday to obtain a ticket) and the final applause tumultuous.

Perhaps Mr Crisp should have talked, as I did, to "your average punter"; he would have found that most people had a fantastic evening's entertainment and hence "the attention of Rutskoi" may be better applied to his column.

Peter Carter,  
Fieldcroft,  
Fyfield,  
Andover,  
Hampshire SP11 8EP

### Unwarranted excess?

**From Dr M E R Robinson.**  
Sir, Can anyone do anything about the bid-offer spread of warrant market makers? Surely it is excessive at typically 20 per cent, often more, rarely less.

Failing that, can anyone tell me how to become a warrant market maker?  
M E R Robinson,  
26 Fairfield Close,  
Grove, Wantage,  
Oxfordshire OX12 0NQ

### EC's 'use-it-or-lose-it' air slots decision a real breakthrough

**From Mr Stephen B Hornsby.**  
Sir, One is certainly entitled to beware of UK ministers bearing gifts from Brussels. However, the first hard-won step (discussed in your editorial "Air Waves", December 9) in regulating the allocation of take-off and landing slots does actually amount to the breakthrough that Mr John MacGregor, UK transport secretary, claims it to be. In emphasising that slots are privileges that may ultimately be withdrawn in the Community interest and are not national rights which are inviolate under the Treaty of Rome, the Council of Ministers has brought the legal position in the air transport sector more into line with the present Commission's policy. That is, in relation to certain intellectual property rights and the exclusive rights of public enterprises - rights hitherto considered untouchable unless actually discriminatory and protectionist.

Clearly much still needs to be done; the "use-it-or-lose-it" principle in relation to slots falls some way short of recent more radical measures such as effectively striking down (albeit belatedly) the UK TV listings copyright and abolishing some exclusive rights in the telecommunications sector.

Stephen B Hornsby,  
Didd Lupton Broomhead,  
Fountain Precinct,  
Balm Green, Sheffield S1 1RZ

However, in taking one more step towards a free (as opposed to a common) market, the Community has confirmed its relatively recent policy of attacking restrictions of competition where they really originate, namely within the member states and not the private sector.

It is to be hoped that, subsidised notwithstanding, the seeds that have been planted lately under the present Commission will not fall on stony ground in the next.

### The roots of an underclass

**From Mr Geoff Rayner.**  
Sir, Your editorial on the zig-zags of government policy on inner cities ("Urban Policy", December 7) was, for the most part, bang on target. Overstretched, over-stressed local authorities attempting to provide some hope to the most deprived populations are to receive less financial support. But it isn't helpful to confuse the problem with the people. When you speak of the underclass as a "formidable challenge to western democracies", aren't you forgetting that membership of this group is rather more of a challenge for the people themselves? The

much-talked-about underclass is composed of people who have given up the search for work because there isn't any, who are homeless, because council accommodation has been sold off, and who are in some cases denied income support because they are too young. The government fails to recognise that the underclass has been created by conscious, incremental acts of policy. Sadly, it may be much harder to unmake these problems than it was to invent them.

Geoff Rayner,  
Geoff Health Alliance,  
10-15 Livery Street,  
Birmingham B3 2NU

### Statistical barrier to growth

**From Mr David W Edgington.**  
Sir, I was interested to read "Difficult marriage of Customs" (December 7). My own business of 33 years' standing imports motor spares which are sold on the home market or exported. It is a small but very high-volume business operated by myself, my wife and one employee. During this recession we have been forced to work many hours each week, harder than ever before, just to stay in business. On top of this we now have to find extra time in order to produce statistical records for the government -

on pain of criminal penalties. We are told to export our way out of the recession but the paperwork requirement for exporters will ensure that I keep well under the exporter's intrastat limit even if it means losing business. Surely the idea of joining the EC was to make trading easier and not to stifle it. Ironically it will be far easier to export to countries outside the EC!

David W Edgington,  
EB Spares,  
31 Link Road,  
West Wilts Trading Estate,  
Westbury, Wiltshire BA 13 4JB

### Cadbury must not lead to creation of 'two-tier' shareholders

**From Mr Donald B Butcher.**  
Sir, Mr Makinson (Letters December 4) does an ill-service to both improving corporate governance and democratic principles with his lofty dismissal of the role of individual shareholders. He suggests that corporate governance should remain the responsibility of institutions and that individual shareholders will continue to waste their time with "conversations over tea and a bun at the annual meeting". Isn't he a little out of tune with the times when we have charters galore aimed at bolstering the rights of the individual? We might

even have a shareholders' charter one day.

If corporate governance is poor and profits decline it is the individual investor's pocket which suffers either immediately via reduced dividends/share values or, if he chooses an institution to invest for him, via reduced policy bonuses etc. Institutional investors' pockets, if a meaningful concept, are subject to different forces. But institutional shareholders also have corporate governance problems which they invest. That doesn't diminish the vital role

they play, it just puts into context the important role which the individual shareholder ought also to perform - but often doesn't. As Cadbury says "if too many AGMs are at present an opportunity missed, this is because shareholders (whatever the size of their holding) do not make the most of them and, in some cases, boards do not encourage them."

Institutional and individual shareholders both wish to invest in successful and profitable companies. Better corporate governance should contribute to that aim. This association believes institu-

tional and individual shareholders should seek ways of working together to achieve that aim and we will be trying to bring this about in a number of ways. We need the support of individual shareholders to do this and to respond constructively to the Cadbury recommendations.

Cadbury has turned his face against two-tier boards and we should turn our faces against "two-tier" shareholders.

Donald B Butcher,  
United Kingdom Shareholders' Association,  
12 Burgh Heath Road,  
Epsom, Surrey KT17 4LJ

## OBSERVER

### The cult of Ross Goobey

■ Is Alastair Ross Goobey, 46, finally about to outshine his famous dad, George, now 81, and former investment boss of the Imperial Tobacco Pension Fund?

It sounds like Alastair has landed the plum job of chief executive of Postel, the fund management operation that looks after some £20bn of investments for the British Telecom and Post Office pension schemes, and is probably the UK's second-largest manager of pension fund assets. The job was vacated when Andrew Threadgold decided to go off and seek his fortune in Australia.

Although Alastair is currently on what the City calls the sell side, as chief investment strategist of brokers James Capel, he has had extensive experience on the buy (or fund management) side at Courtaulds Pension Fund and at the independent fund management boutique Geoffrey Morley and Partners. He has also had two spells on attachment to the Treasury, most recently as special adviser to Norman Lamont in the run-up to the last election.

This could leave him with some divided loyalties. Lamont, after all, will need to sell something like £50bn of government bonds to balance the books in the next financial year.

On the other hand, Alastair Ross Goobey told a James Capel investment seminar yesterday that equities were a better prospect than bonds. "Buying bonds today is a very bad bet but I am sure we will all do it," he mused.

### Landing Lee?

■ After 13 years at the controls of the once-flying Chrysler car company, could Lee Iacocca, its high-profile chairman, be preparing for one last rescue mission?

There are rumours that the 66-year-old Iacocca has been approached by advisers involved in the restructuring of Trans World Airlines.

If the restructuring goes through as planned next year, the airline will be owned by its creditors and unions.

The top job, however, will become vacant because Carl Icahn, the former corporate raider who currently holds the bulk of TWA's shares, is bowing out as part of the deal.

So far, there has been no word on the subject from Iacocca HQ although the great man has not, apparently, been short of job offers since he quits Chrysler at the end of the month.

But the notion does raise some interesting possibilities. Would Iacocca - who starred in a series of Chrysler ads - appear on the nation's TV screens, flogging cheap fares, for example?

### Shop talk

■ Insiders at Gateway's Bristol headquarters, who have had an unusually high turnover of bosses, have invented a nickname for the current incumbent, Alastair Mitchell-Innes, who has confessed that he will only serve as a stop-gap leader of the troubled grocery chain. Step forward Mr Holiday-Innes.

### Blue line

■ The royal family's sense of public duty is reaching new heights - to the extent of giving their own blood.

A sample from the Duke of Edinburgh has enabled the Forensic Science Service to make some progress in identifying nine skeletons unearthed in eastern Russia last year.

The blood contained DNA which has been matched by home office experts with minute samples from



'I've been named in a royal divorce'

the remains, which it is thought may include those of Tsarina Alexandra and three of her children, executed by Bolsheviks in 1918.

Russian scientists asked the FSS for help because of its DNA expertise; the FSS duly asked Prince Philip for a blood sample. He is directly descended from the Tsarina through his mother; his grandmother Victoria was the Tsarina's sister.

The FSS yesterday expressed gratitude for the Duke's interest in its work. The British royals, in their turn, may find the investigation helpful in achieving a sense of proportion; whatever their current difficulties, popular feeling isn't going to run as high in 1993-94 Britain as it did in 1917-18 Russia.

### Hot seat

■ Spare a thought for poor old Andrew Burton, the embattled chief executive of Barclays Bank who's supposed to step into the chairman's seat at the end of the month.

Not only are the institutions

gunning for him, but now one of his former minions, Martin Vander Weyer, is attacking him in the Spectator for inheriting the top job because of his family connections.

Buxton, a descendant of a union between Sir Thomas Fawcett and a Miss Gurney of Norwich, and according to the article was passed over for the chairmanship last time round because of his youth. However, it was common gossip in the bank that Sir John Quinlan was only supposed to be keeping "the seat warm for Andrew".

The peculiar hold of members of the bank's founding families on the top jobs at Barclays has often been commented on. But Vander Weyer is better briefed than most. Until recently he worked at Barclays and his late father, Deryk, was deputy chairman when Sir Timothy Bevan was running the show.

It is often said that Sir Deryk, who revolutionised Barclays' marketing, would have made a better chairman than Sir Timothy Bevan, but never had a chance because he wasn't family.

No doubt this might have coloured young Vander Weyer's thinking. Even so, if the institutions really are intent on shaking up the Barclays' boardroom they might question whether Sir Timothy really is earning his keep after 24 years on the board.

### Taking off

■ What is the new national bird of America? Why, the building crane of course, the state bird of Texas in the go-go years of the 1960s.

Now the transition team thinks the beast ought to be revived and allowed to spread its wings further afield given the arrival of Lloyd Bentsen - Texan and ardent lobbyist on behalf of real estate loopholes during his distinguished senatorial career - at Treasury.



**PIAGET**

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# FINANCIAL TIMES

Friday December 11 1992

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Forces may stay for up to a year as the UN seeks a local administration

## Troops clash with Somali gunmen

 By Julian O'Connell in Mogadishu,  
 Michael Holman in Nairobi and  
 Michael Littlejohns in New York

US MARINES and French foreign legionnaires paratroopers exchanged fire with freelance gunmen and bandits last night in the Somali capital Mogadishu, leaving at least two Somalis dead and 14 injured.

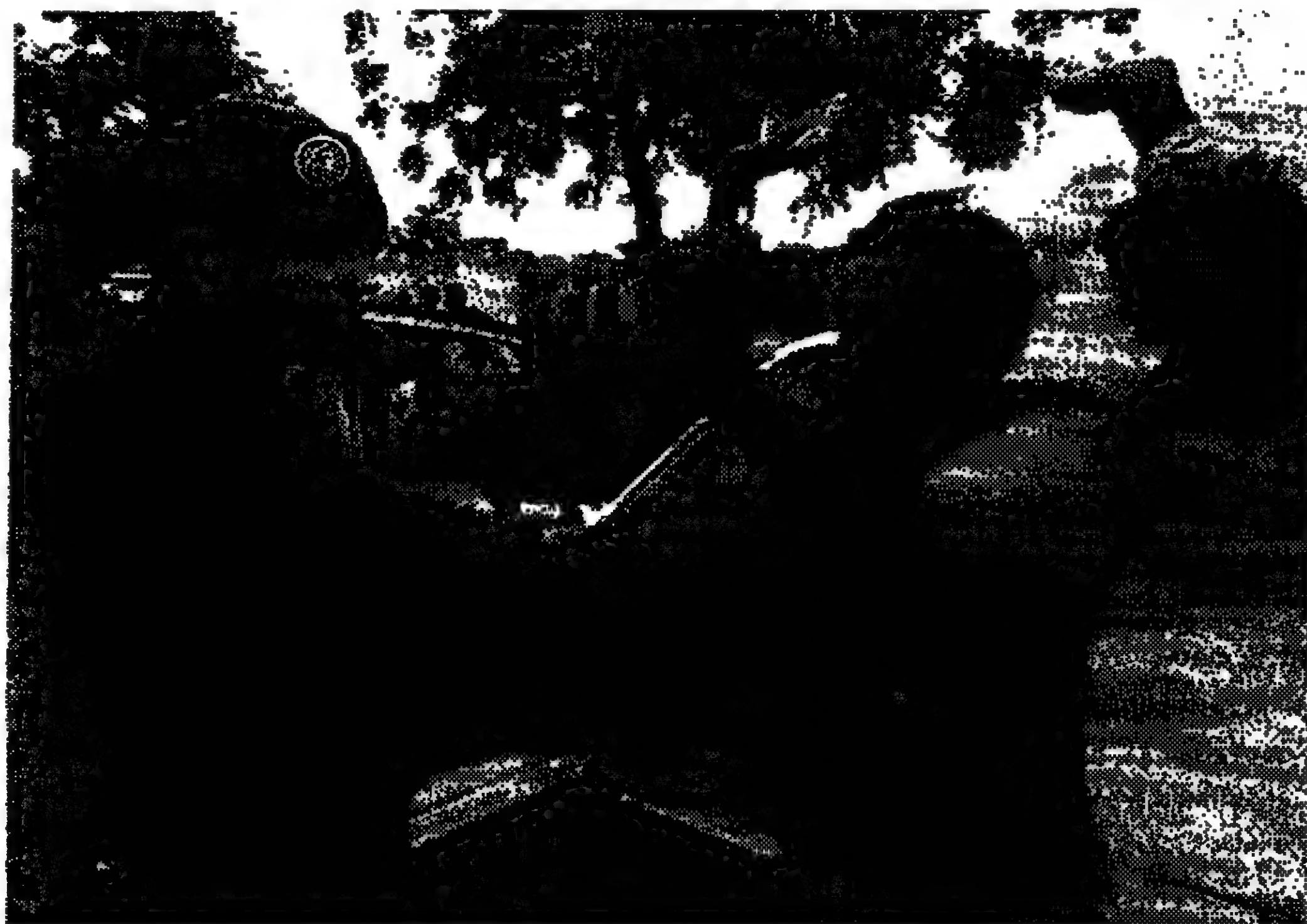
The clash, the most serious so far, came as Mr Herman Cohen, US assistant secretary of state for African affairs, told a Nairobi news conference that some of the US-led force being established in Somalia could stay there for up to a year.

"US military involvement will be limited", said Mr Cohen, "but troops will liaise with the UN with a view to establishing some form of governmental authority." It would take "between six and 12 months" to establish a new administration in Somalia.

The US force in Mogadishu said it had arranged face-to-face talks between the two most important rival warlords whose power struggle has reduced the city to rubble and lawlessness. Gen Mohamed Farah Aideed and Mr Ali Mahdi Mohamed agreed to meet for the first time in 13 months today at the gutted US Embassy compound.

But Mr Robert Oakley, the US special envoy now in Somalia, was adamant that the US would not be involved "in drawing the possible political architecture for the future of Somalia".

In a television interview from Mogadishu, he said today's meeting was not "political" and was mostly designed to discuss immediate security-related issues. Somalia's future, he added, was "a UN mission" in which the US would offer what help it could



A member of the French Foreign Legion orders a Somali out of his car at a checkpoint near Mogadishu

but not, he implied, take the lead. One purpose of the meeting, he said, was to look into how best to get Somalia to turn in their weapons. He did not rule out house-to-house searches by the coalition forces, but hoped some less intrusive approach might work. Payment of bounties to those surrendering guns has also not been ruled out in Washington.

Mr Boutros Boutros Ghali, the UN secretary general, said in New York that he was inviting Gen Aideed and Mr Mahdi to a further meeting, in Addis Ababa next month, in a new attempt at

national reconciliation. Representatives of the clans and international aid officials who last week attended a UN-sponsored conference in the Ethiopian capital would also be asked to attend.

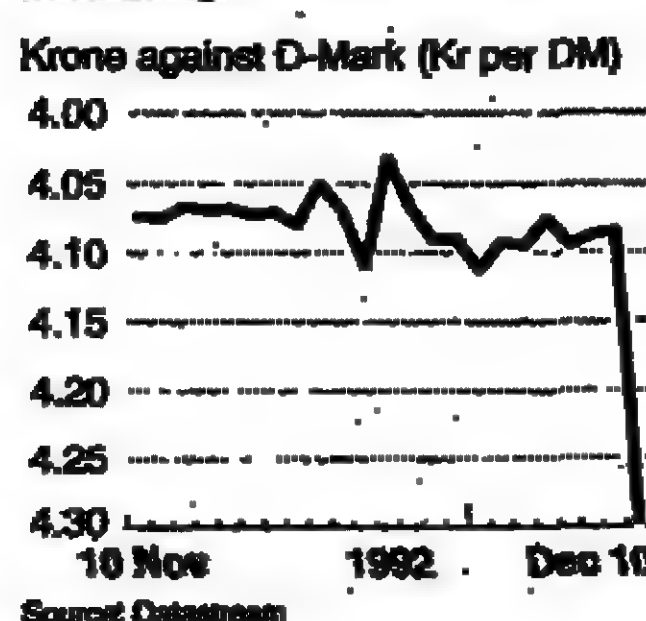
A UN official said a principal purpose of the meeting would be to arrange a subsequent international conference on Somalia.

The moves brought Somalia closer to the status of a United Nations trusteeship. This reflects the hardening belief that a political initiative must run in parallel with the relief exercise. The alternative, say African and other dip-

lomats, is that Somalia would revert to violence as soon as the international force withdrew.

As the foreign soldiers imposed some order in Mogadishu, a US expeditionary force made a first deep penetration into the country to check out the 10,000 ft airstrip at the former Somali air force base of Baidogey, 110 miles from the capital. Aid agencies called on US forces to deploy rapidly into the large towns of Kismayo and Baidoa which have been engulfed in looting and clan warfare which have left at least 60 dead in the past four days.

### Norway



### Norwegian devaluation

Continued from Page 1

expectations that the Bundesbank is likely over the next few months to succeed in making both from inside and outside Germany for an easing in borrowing conditions.

Speculation on this score strengthened after the Bundesbank raised its 1993 target range for M3 money supply growth to between 4.5 per cent and 6.5 per cent, from the 1992 target of between 3.5 per cent and 5.5 per cent. That was interpreted as signalling a slight easing in the Bundesbank's tough anti-inflationary stance.

The D-Mark gained ground slightly against the franc, which closed in London at FF3.413 from FF3.411 the previous night. This is less than 2 cents off its ERM floor of FF3.43.

Norway's decision on the krone had a profound effect on investor sentiment, because it had previously put much political weight on tying its currency to the main currencies in the ERM as a prelude to possible entry.

The Danish krone also approached its ERM floor of DK3.9012 against the D-Mark but rallied to close virtually unchanged on the day at DK3.8820.

Against a dollar strengthened by rumours of a possible coup in Russia, the D-Mark fell by just over half a pfennig, with the US currency quoted at the finish of European trading at DM1.5765.

Signalling confidence that the Bundesbank may soon yield on interest rates, the Dutch central bank cut its secured loans rate, which applies to commercial banks' borrowing, to 8.25 per cent from 8.50 per cent. The Belgian central bank cut its emergency lending rate to 10.25 per cent from 10.5 per cent.

## Carmakers agree to publish comparative prices across EC

By Andrew Hill in Brussels

CARMAKERS will have to publish twice-yearly lists of comparative prices of selected new vehicles in European Community countries under a plan agreed with the European Commission. The first list will be published next May.

The plan - to be announced by the Commission next week - is aimed at helping consumers shop for car bargains across EC borders. Sir Leon Brittan, EC competition commissioner, believes it could also increase pressure on manufacturers to bring EC car prices into line, and make it more difficult for dealers to discriminate against foreign buyers.

According to a survey published last month by Beuc, the European consumers' organisation, the price of certain new

models can differ by more than 40 per cent between countries. Manufacturers point out that prices are mostly within the 12 per cent band recommended by the Commission.

The Commission plan is not legally binding, but EC officials indicated yesterday that if car makers do not co-operate they will risk losing their jealously guarded right to distribute cars through exclusive dealerships when the system comes up for review in mid-1996.

Every manufacturer which sells cars in the Community will have to select a representative model from each part of its production range and publish the prices in 10 EC countries.

The carmakers will also have to supply information about the price of five common options - anti-lock braking systems, air

conditioning, right-hand drive, automatic gearbox and power steering - and details of warranty, roadside assistance options and delivery costs.

Prices, published in May and November every year, will be shown both before and after tax, in Euros and local currency. Comparative figures for Denmark and Greece - where car tax of more than 100 per cent distorts the selling price - will not be included.

The Commission agreed to drop its original demand that manufacturers supply information about all models and options on the grounds that it would be too time-consuming for manufacturers and confusing for consumers.

Manufacturers are still likely to argue that realistic comparison is difficult because dealers in some countries are often large discounts on list prices.

## Britain and Germany approve revised Eurofighter project

By David White in Brussels

BRITAIN and Germany last night patched up their six-month quarrel over the future of the European Fighter Aircraft, enabling work to continue on a revised project.

Mr Volker Rühle, German defence minister, agreed that Bonn would take part alongside the UK, Italy and Spain in completing development work.

The agreement, reached during a Nato ministerial meeting, brings relief to aerospace and electronics manufacturers in the four countries, where tens of thousands of jobs are staked on the £20bn (\$31bn) fighter programme.

The project was thrown into doubt after Germany announced

in June that it would not proceed with producing the aircraft as it then stood. Its continued participation in development was also in question.

The modified project will use the same airframe and engines that the industrial partners have been working on since 1988, but will permit individual nations to install different standards of equipment.

The agreement is seen as a climbdown by Mr Rühle, who previously insisted on a fundamental redesign.

Mr Rühle accepted yesterday that a wholly new aircraft was ruled out because more than half the £8bn development money had already been spent.

The remaining funds could now be directed into a more suit-

able programme and development work could be slowed down.

"I think everybody is happy there's a chance for a cheaper aircraft," he added. He also said he wanted the project to be open to other European partners.

He ruled out any German decision on production of the aircraft before 1995 and said the Bundesbank would have to vote on it.

However, Britain and Italy want no more than a two-year delay in the programme, with first deliveries of aircraft in the year 2000. Germany and Spain do not want deliveries until 2002.

German officials said further studies were now required in order to translate revised military requirements into new technical specifications.

## Major calls for deal to end EC paralysis

Continued from Page 1

latest proposals were due to be discussed by Mr Major and Mr Mitterrand at dinner last night and will be at the centre of the discussions by heads of government this afternoon.

One of the biggest hurdles to be overcome is the demand by Spain, backed by Germany, for a higher "own resources" ceiling for the EC budget.

Britain yesterday made new proposals under which more cash would be channelled to the

poorer EC countries, such as Spain, Portugal, Greece and Ireland. But these received a cool initial reception from Mr Felipe Gonzalez, the Spanish prime minister. He said they appeared to be unacceptable, but he still had to study them in detail.

### THE LEX COLUMN

## Target practice

The currency markets were right not to look to the Bundesbank for short-term comfort yesterday. Next year's money supply target range of 4.5 per cent to 6.5 per cent is a little more generous than this year, but with M3 growth in the final quarter of 1992 likely to come in between 9 per cent and 10 per cent, there is little immediate prospect of lower interest rates. The now familiar litany of worries - the budget, wage pressures and next month's VAT increase - also means the bank is unlikely to relent much before the end of the first quarter.

At some stage after that, declining growth may bring the money supply into line. Then the Bundesbank may be in a position to cut quite sharply. The D-Mark would weaken and the pressure would be off the ERM. As before, the problem for the system lies in getting from here to there. The task is harder now Norway has abandoned its informal link to the Ecu. It could become harder still if the Edinburgh summit fails to find a way of letting Denmark off the Maastrecht hook.

The European authorities must be hoping Christmas torpor will deter another bout of speculation. Yesterday's French announcement of a money supply target broadly in line with that of Germany signals an intention for monetary policy to converge. That may help. So may yesterday's modest rate cuts in Belgium and the Netherlands, not to mention Germany's fixed rate repurchase operation which at least means money market rates will not rise this year. But it is touch and go, and the new year may see a different story.

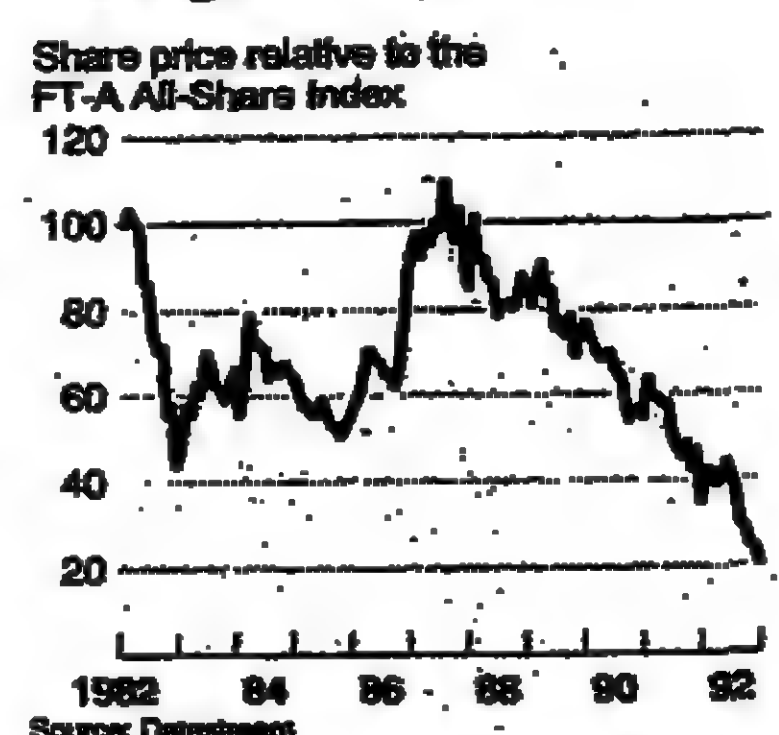
### Pilkington

There is no doubt that Pilkington is still suffering from the nasty volume swings that periodically disfigure its industry, as yesterday's 70 per cent fall in interim profits grimly testifies. Yet the exasperating aspect of Pilkington's recent history lies in its unhappy ability to exacerbate its plight. There is no evidence from yesterday's statement that the arrival of Mr Roger Leverton has yet made much difference.

By strutting into the downturn with excessive borrowings, costs and capacity, Pilkington only deepened its cyclical downswing. By cutting capital expenditure and sacrificing the Solis and Spectacles business in its desperate determination to hold the dividend, Mr Leverton is in danger of dulling the coming upturn. Even assuming Pilkington receives £200m for Solis, the

FT-SE Index: 2726.5 (-24.2)

### Pilkington



sale is likely to be dilutive and the money will make only a small dent in likely year-end borrowings of £800m as Pilkington continues to bleed cash. Dealing with that problem should have required a much more rigorous rationalisation. Instead Pilkington seems intent on decorating the Christmas tree while the roof needs repair.

In time, the huge operational gearing of the business should mean that profits surge when recovery arrives, although overcapacity may complicate the sums. The benign effects of devaluation and Pilkington's severe squeeze on working capital may yet buy the company time to save its face. However, if there is no improvement by next June, Pilkington's decision to maintain its dividend will leave it looking pretty reckless.

### UK electricity

National Power and PowerGen must be starting to sweat. Professor Littlechild's exoneration of the regional electricity companies for buying gas-fired power is not bad news in itself. Those most involved in the dash for gas, notably Southern Electric and Norweb, will doubtless be relieved. The generators are big enough to stand the competition. They can, however, hardly be pleased to find the regulator digging deeper to see whether the coal-fired contracts which they offered as an alternative to gas fairly reflected costs.

In one respect the generators - and the coal lobby for that matter - might justifiably feel hard done by. In looking at coal-fired power contracts covering peak demand against gas-fired contracts covering only basic

demand, the regulator is not comparing like with like. One can only trust the full report promised by the end of January takes this point on board. Regardless of the arithmetic, though, Professor Littlechild appears set on a collision course with the generators.

Since the generators enjoy freedom from price-based regulation, the market is right to be nervous. The results of an investigation into the electricity pool price are already due before Christmas. Yesterday's missive opens a second front. If National Power or PowerGen are found to be overcharging through either contracts or the pool, Professor Littlechild will have little choice but to act. At best that means intervention on prices, at worst a reference to the Monopolies and Mergers Commission.

### Guinness

There is a slightly unnerving message for the market as a whole in the 9 per cent fall in Guinness's share price over the past two days. The company is starting to feel the chill spreading through the European economy. September's devaluation will do little for earnings for the time being because export revenues were hedged, a factor which also protected Guinness from the weakness of the dollar earlier in the year. But European consumers, particularly in Germany, are spending less on spirits. Added to that, Guinness has a particular problem in Spain where the rationalisation of its brewery acquisitions is proving more difficult than expected. It has lost both market share and margin in a declining beer market.

The upshot is that Guinness may, for once, see a decline in profits this year and the chances of it generating over £1bn in 1993 are remote. This realisation, prompted by a wire agency interview on Wednesday, took the market by surprise, so the share price fall could be seen as a one-off adjustment to lowered expectations which may not have much further to run.

The harder question is whether Guinness has lost its magic touch for good. There is no reason why recession should have blighted the long-term growth prospects of the international spirits sector, but declining inflation may leave consumers in the industrial world more price-conscious for a while. With earnings growth next year unlikely to match the market average, it is hard to see the share price outperforming even from a lower base.

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World Weather	C	F	C	F	C	F	C	F	C	F	C	F	C	F
Abuja	25	77	Abuja	25	77	Abuja	25	77	Abuja	25	77	Abuja	25	77
Algeria	17	63	Algeria	17	63	Algeria	17	63	Algeria	17	63	Algeria	17	63
Amsterdam	5	41	Amsterdam	5	41	Amsterdam	5	41	Amsterdam	5	41	Amsterdam	5	41
Antwerp	10	50	Antwerp	10	50	Antwerp	10	50	Antwerp	10	50	Antwerp	10	50
Bahia	19	66	Bahia	19	66	Bahia	19	66	Bahia	19	66	Bahia	19	66
Bangkok	32	90	Bangkok	32	90	Bangkok	32	90	Bangkok	32	90	Bangkok	32	90
Barcelona	16	61	Barcelona	16	61	Barcelona	16	61	Barcelona	16	61	Barcelona	16	61
Beijing	9	32	Beijing	9	32	Beijing	9	32	Beijing	9	32	Beijing	9	32
Bombay	28	82	Bombay	28	82	Bombay	28	82	Bombay	28	82	Bombay	28	82
Buenos Aires	15	59	Buenos Aires	15	59	Buenos Aires	15	59	Buenos Aires	15	59	Buenos Aires	15	59
Calcutta	28	82	Calcutta	28	82	Calcutta	28	82	Calcutta	28	82	Calcutta	28	82
Cairo	18	64	Cairo	18	64	Cairo	18	64	Cairo	18	64	Cairo	18	64
Cardiff	10	50	Cardiff	10	50	Cardiff	10	50	Cardiff	10	50	Cardiff	10	50
Chennai	28	82	Chennai	28	82	Chennai	28	82	Chennai	28	82	Chennai	28	82
Copenhagen	10	50	Copenhagen	10	50	Copenhagen	10	50	Copenhagen	10	50	Copenhagen	10	50
Dallas	10	50	Dallas	10	50	Dallas	10	50	Dallas	10	50	Dallas	10	50
Dublin	10	50	Dublin	10	50	Dublin	10	50	Dublin	10	50	Dublin	10	50
Edinburgh	10	50	Edinburgh	10	50	Edinburgh	10	50	Edinburgh	10	50	Edinburgh	10	50
Frankfurt	10	50	Frankfurt	10	50	Frankfurt	10	50	Frankfurt	10	50	Frankfurt	10	50
Geneva	10	50	Geneva	10	50	Geneva	10	50	Geneva	10	50	Geneva	10	50
Hong Kong	28	82	Hong Kong	28	82	Hong Kong	28	82	Hong Kong	28	82	Hong Kong	28	82
London	10	50	London	10	50	London	10	50	London	10	50	London	10	50
Los Angeles	10	50	Los Angeles	10	50	Los Angeles	10	50	Los Angeles	10	50	Los Angeles	10	50
Madrid	10	50	Madrid	10	50	Madrid	10	50	Madrid	10	50	Madrid	10	50
Moscow	10	50	Moscow	10	50	Moscow	10	50	Moscow	10	50	Moscow	10	50
Mumbai	28	82	Mumbai	28	82	Mumbai	28	82	Mumbai	28	82	Mumbai	28	82
New Delhi	28	82	New Delhi	28	82	New Delhi	28	82	New Delhi	28	82	New Delhi	28	82
New York	10	50	New York	10	50	New York	10	50	New York	10	50	New York	10	50
Paris	10	50	Paris	10	50	Paris	10	50	Paris	10	50	Paris	10	50
Rangoon	28	82	Rangoon	28	82	Rangoon	28	82	Rangoon	28	82	Rangoon	28	82
San Francisco	10	50	San Francisco	10	50	San Francisco	10	50	San Francisco	10	50	San Francisco	10	50
Singapore	28	82	Singapore	28	82	Singapore	28	82	Singapore	28	82	Singapore	28	82
Sydney	10	50	Sydney	10	50	Sydney	10	50	Sydney	10	50	Sydney	10	50
Taipei	10	50	Taipei	10	50	Taipei	10	50	Taipei	10	50	Taipei	10	50
Tokyo	10	50	Tokyo	10	50	Tokyo	10	50	Tokyo	10	50	Tokyo	10	50
Winnipeg	10	50	Winnipeg	10	50	Winnipeg	10	50	Winnipeg	10	50	Winnipeg	10	50
Zurich	10	50	Zurich	10	50	Zurich	10	50	Zurich	10	50	Zurich	10	50







## LONRHO: ROWLAND'S EXIT

# It is unclear what direction the company will take after Tiny, Tony Jackson reports A departure wholly in character

IT IS wholly in character for Mr Tiny Rowland that his exit from Lonrho should be so hard to interpret.

It is unclear what direction the company will take when he is gone, or indeed who is to run it. It is also unclear how far the deal is good for Mr Rowland's loyal band of fellow shareholders.

The case for the deal is simply put.

Lonrho is issuing shares to Mr Bock at 85p. This is some 10p above the market price. Existing shareholders are therefore better off, particularly at a time when Lonrho is strapped for cash. Also, while some Lonrho shares are evidently worth 115p - the price Mr Bock is paying Mr Rowland - shareholders are being offered a rights issue at a mere 85p.

There are eminently respectable advisers to vouch for the deal: Deutsche Bank for Mr Bock, through its subsidiary Morgan Grenfell, Royal Bank of Scotland for Lonrho, through its subsidiary Charterhouse.

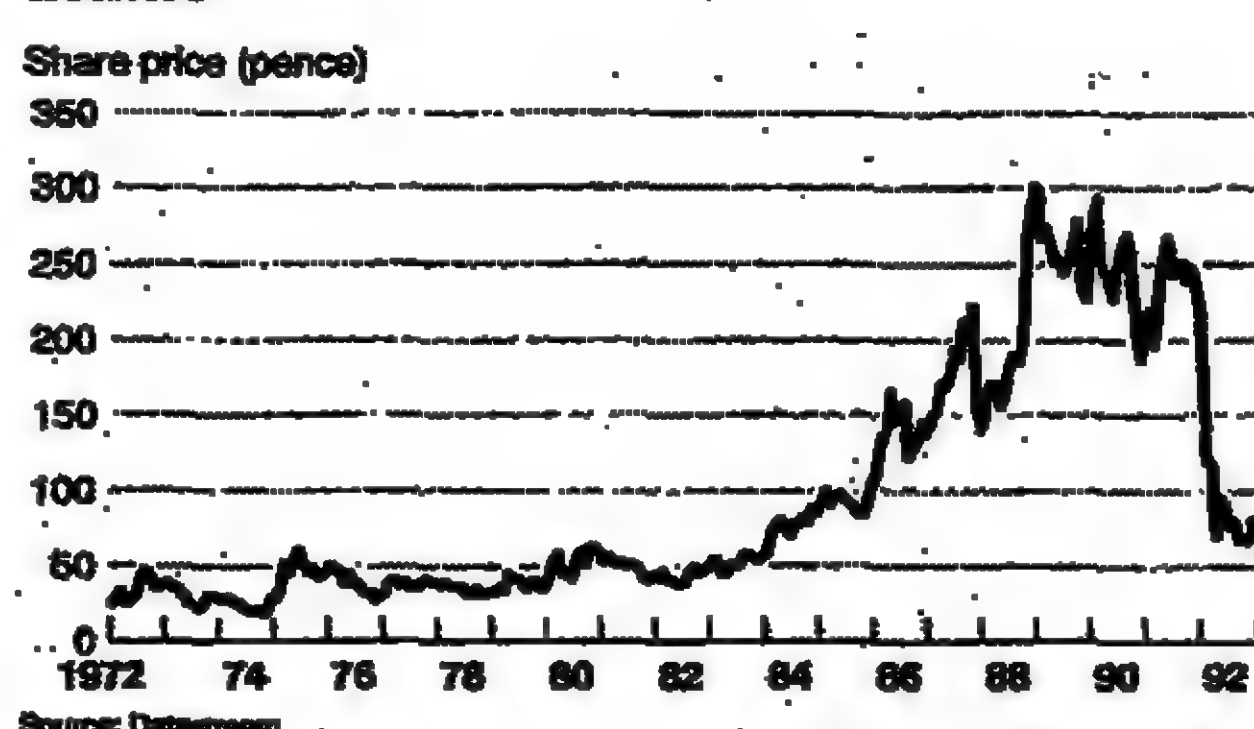
The case against is more involved, but not necessarily less persuasive.

The rights issue, being offered well above the market price, is designed to fail. It is a technical device to secure Mr Bock's target of 100m shares without breaching the London market's rules on pre-emption. This is illustrated by the fact that while Mr Bock is underwriting 100m shares, the other half is not underwritten at all.

In addition, Lonrho has undertaken that if enough shareholders take up their rights to leave Mr Bock short of his 100m target, it will issue the difference to him at 85p. Mr Rowland, needless to say, is not taking up his rights. His entitlement has been assigned to Mr Bock for a nominal sum.

Although the 85p Mr Bock is paying is above the market price, it is little more than half Lonrho's stated net asset value per share. How far that asset value is realisable is an open question. But on paper at least, Lonrho shareholders will have

## Lonrho



their net worth diluted, assuming they do not stump up for the rights.

But while shareholders have no incentive to pay above the market price, it is different for Mr Bock and his shadowy backers. They stand to end up with 25 per cent of the company.

Mr Rowland dominated Lonrho with a smaller shareholder. Arguably, shareholders are seeing *de facto* control being transferred under their

noses for a very meagre premium.

The real premium, of course, goes to Mr Rowland, who gets 115p for half of his stake. The rest can be bought by Mr Bock after three years at the prevailing market price, apparently without paying anything for the option.

There seems nothing strictly improper about Mr Rowland extracting a higher price in this way. It might be asked, though, whether it did not cre-

ate a conflict of interest when he explained the deal to the rest of the board. It is understood that he did not vote at the board meeting in question. But Lonrho is his company, and he is the dominant director.

Indeed, there is a defensive tone to Mr Rowland's own letter to shareholders. His premium, he writes, does not represent any unfair advantage, "since neither my company nor I have ever dealt in Lonrho's shares other than to buy them." Either the argument is a *non sequitur*, or any other shareholder who has never sold shares can apply to Mr Bock for 115p as well.

However aggrieved shareholders feel about all this, there is probably nothing they can do about it. There is a striking contrast with Mr Alan Sugar, whose modest proposal to buy out Amstrad's shareholders was turned down yesterday. As more than one City observer has remarked, when it comes to corporate infighting Mr Rowland makes Mr Sugar look like an amateur.



Tiny Rowland: has repeatedly thumbed his nose at the British establishment

## A secretive tycoon heads for the final handshake

Barry Riley examines Tiny Rowland's track record

IT IS 31 years since Roland "Tiny" Rowland was recruited by Mr Angus Ogilvy, then an executive of Harley Drayton's 117 Old Broad Street group, while on a visit to Rhodesia to sort out the troubles of a minor offshoot called London Rhodesian Mining & Land. Soon Mr Rowland, a then-unknown Rhodesian farmer of German extraction, had moved to London as boss of Lonrho.

Almost from the beginning he has left a trail of controversy, with controversial takeover bids, eccentric obsessions and repeated insults to the British financial establishment.

Mr Rowland's greatest financial achievements came in the early years as he built up the company during the bull markets of the late 1960s and early 1970s. Relative to the UK equity market the Lonrho share price hit a peak in 1974. But it fell out of favour in the late 1970s and traded sideways during the 1980s.

As Mr Rowland aged the company appeared to lose strategic direction and during the past two years the share price has slumped because of rising debts, alighting profits and slashed dividends.

His first major clash with the authorities came in 1973 when eight directors, led by Sir Basil Smallpiece, resigned over Mr Rowland's cavalier management style, including his presentation of a £307,471 expenses claim (worth nearly £2m at 1992 prices). The affairs of Lonrho were famously described by the then prime minister Mr Edward Heath as "the unacceptable face of capitalism".

After a probe by Department of Trade inspectors Mr Rowland was censured for misuse of company funds and was judged to deserve "severe criticism" for his conduct. Criticism was also directed against Mr Ogilvy, who resigned as a director. Nevertheless Mr Rowland carried on, seeking shelter from well-connected politicians.

Tiny Rowland has repeatedly thumbed his nose at the British establishment, doing deals with the likes of President Gaddafi of Libya. He has adopted an extravagant tycoon life-

style, with a suitcase permanently packed, and a pilot on standby to fly him in the corporate Gulfstream jet to whichever African capital catches his fancy.

He does not take opposition lightly. There have been famous campaigns against the Fayed family from Egypt and their alleged broker, the Sultan of Brunei, and against the Australian Mr Alan Bond, who in 1988 had the effrontery to try to take Lonrho over, but was repulsed by a 59-page Lonrho document which alleged that the Bond Corporation was financially unsound. Indeed, Bond later went bankrupt.

Mr Rowland accumulated mines, plantations, hotels, car distributors, the Observer newspaper, the Wankel rotary engine and much, much more besides in his corporate empire. But the greatest prize, Harrods, the famous Knightsbridge department store, slipped through his grasp despite his tireless feud against the Fayed who snatched control of it from under his nose.

A Department of Trade and Industry inquiry eventually proved that the Fayed had led in their takeover documents but the department refused to take action in favour of the man who had presented the "unacceptable face of capitalism" some 15 years earlier.

Tiny Rowland generated endless newspaper copy, but in many of his business dealings he was notoriously secretive. While concepts of corporate governance evolved towards openness and participation in boardroom dealings by independent non-executive directors, he continued to stand for the autocratic rule of the old-fashioned company boss.

Investment institutions mostly shunned Lonrho, but thousands of small investors were attracted by Mr Rowland's charisma and the high dividends he paid out. Now, however, those dividends have dwindled badly, the company appears to be in a mess, and Mr Rowland's final gesture to his supporters is to negotiate a deal which is specially favourable to himself as he heads for the exit.

## The quiet man with clear ideas of what he has to do

DO NOT confuse Mr Dieter Bock for one of "our publicity seeking entrepreneurs in the UK" said one of the advisers to the German financier who is buying a big stake in Lonrho.

According to those close to him, Mr Bock has deliberately decided to keep a low profile until after Lonrho's rights issue is completed.

"He has very clear ideas on what he might do but is keeping his powder dry. He likes to remain quiet until he is sure his plans can work," the adviser added.

There are, however, two main areas in which Mr Bock and his advisers have already shed some light.

When he signed the deal with Lonrho on Wednesday he made it clear that he believed Lonrho's assets were worth

considerably more than the group's market capitalisation of about £490m.

In particular, it is understood that he feels he can realise greater value for the hotels and property interests.

A German industrialist who has worked with Mr Bock on a transaction in Germany said: "Mr Bock is convinced that he knows how to realise the true value of the UK-based Metropole hotels and North American-based Princess Hotels."

The Metropole Hotels have been the subject of controversy since the government-controlled Libyan Arab Finance company took a one-third stake for £17.5m earlier this year.

When asked about the Libyan stake on Wednesday evening, Mr Bock said: "Who

knows what will happen to their shareholding. All things can change. The company has suffered enough in respect of that stake."

It is also clear that Mr Bock is only expected to take up a directorship at Lonrho if the board agrees that he should become joint chief executive with Mr Tiny Rowland.

Even before Mr Bock's arrival, the old guard surrounding Mr Rowland has begun to leave. Mr Roger Badger, a director, has just resigned and others may follow.

"There may have to be an infusion of new management under Mr Bock since the current generation are getting close to retirement age," the adviser said.

Roland Rudd

## Observer looks to be in secure hands

THE PRESENT ownership of the Observer seems to be secure for the next few years, in spite of Mr Tiny Rowland's plan to sell half his 15 per cent stake in Lonrho.

All the signs are that Mr Rowland intends to stay on for three more years. As long as Mr Rowland retains his influence at Lonrho it is unlikely that the ownership of the Observer will change.

The Guardian has repeatedly expressed interest in the loss-making Sunday newspaper, and earlier this year there were serious talks. But such talks have always foundered on the opposition of Mr Rowland. He has in effect made the paper unsaleable by setting a very high value on it.

The newspaper is now believed to be losing between £5m and £6m a year, losses

that have been reduced from about £15m last year following a cost-cutting programme.

Circulation has held up above 500,000 despite the effects of the recession and increasing competition in the broadsheet Sunday market.

Uncertainty about the Observer was, however, increased by comments in Mr Rowland's statement about selling his shares. He said that the board intended to eliminate intangible assets in Lonrho's financial statements for the year ended September 30.

The statement also said that the Lonrho directors were of the opinion that there had been no permanent diminution during the year in the current cost of the renamed Lonrho title - the Observer. Its tangible value is in the books at £67m.

Senior Lonrho figures suggest this makes a sale less likely because, as it would almost certainly realise less than £67m, the difference would go straight to the profit and loss account.

Others see the shedding of intangibles as the first stage in clearing the decks for an eventual sale of the paper.

Raymond Snoddy

## African relationship turns rocky

"TINY'S in town!" For three decades the cry has gone up, in towns and cities across Africa, from Cape to Cairo, from the lips of politicians, businessmen or journalists.

A commercial deal, a political initiative, lunch with the local Lonrho board, or dinner with the president - possibly all four, and on the same day, before the company jet takes the chief executive of Lonrho, still going strong at 75, on to his next destination.

If the pantheon of Africa's post-independence leaders allowed honorary membership, Mr Tiny Rowland could take his place for granted. Ready to nominate him would be many of those leaders themselves. Yet all are dead, or dying, exiled or exiting. Age has taken its toll; but so has democracy, with autocratic leaders buckling under domestic and international pressure

and succumbing to demands for multi-party elections.

It was with these men that Mr Rowland has worked closely; many observers claim he does not have the same links with the new generation of African leaders.

And Africa is changing in another respect. Structural adjustment under the scrutiny of the IMF and World Bank is creating fewer opportunities to exercise presidential power.

High hopes that marked the emergence of independent African states in the 1960s were dashed in the 1970s. Today those hopes are at their nadir, a continent enervated by disasters, both natural and man-made.

All these changes have taken a toll of Lonrho's assets, however efficiently managed. Post-Rowland, Lonrho as a company and Mr Dieter Bock, as its new driving force, will find busi-

ness in Africa harder and potentially less profitable.

Lonrho has become increasingly dependent on profits from Africa. They accounted for £150m out of group pre-tax profits of £207m for the year ended September 1991. Activities include, in South Africa, platinum, gold, coal and asbestos mining; motor dealerships, and sugar investments.

Further north Lonrho has a wide spread of mining, agricultural and commercial assets spread across at least 16 countries. Prominent is the Ashanti gold mine in Ghana, but the list extends to tea, beer, pharmaceuticals, sugar, farming, textiles, soft drinks, timber, paint and hotels.

Yet questions hang over many of Lonrho's businesses. Kenya's economic difficulties and political uncertainties put question marks against Lonrho's hotel and motor vehicle

interests. Plantations in Mozambique depend on successful implementation of the UN supervised peace plan. In Zambia, Lonrho companies are dependent on the success of a fragile economic adjustment programme, as in Zimbabwe, where Lonrho has substantial interests.

The future of investments in Malawi is heavily dependent on what happens after Dr Hastings Banda, now in his mid-90s, passes on. Lonrho's companies in Nigeria are hit by the economic crisis and uncertainty about the handover to civilian rule.

Weak currencies, political risk, and the remittance of profits and dividends make many holdings worth less than their book value. In event of sale, it would be difficult to repatriate the proceeds.

Michael Holman

## The undisputed jewel in the crown

FOR ALL Lonrho's multiple interests in Africa - ranging from gold mining in Ghana to Kenyan hotels, Mauritian sugar estates and Tanzanian tea plantations - the undisputed jewel in the crown is Western Platinum, the world's third largest producer.

Situated in South Africa on the Bushveld complex along with Rustenburg and Impala, the other two main producers, Western has been at the centre of speculation for the past two years over some sort of closer tie between Lonrho and Genor, the country's second largest mining house.

Mr Brian Gilbertson, Genor's chairman, confirmed yesterday that discussions on an ongoing basis had continued ever since Impala, the platinum arm of the Genor group, had put its Karoo mine into Western in return for a 27 per cent stake.

Mr Gilbertson reiterated that although various options - including a possible takeover of the Lonrho group - had been discussed, the primary

focus of discussions had always been in achieving synergies on the platinum side.

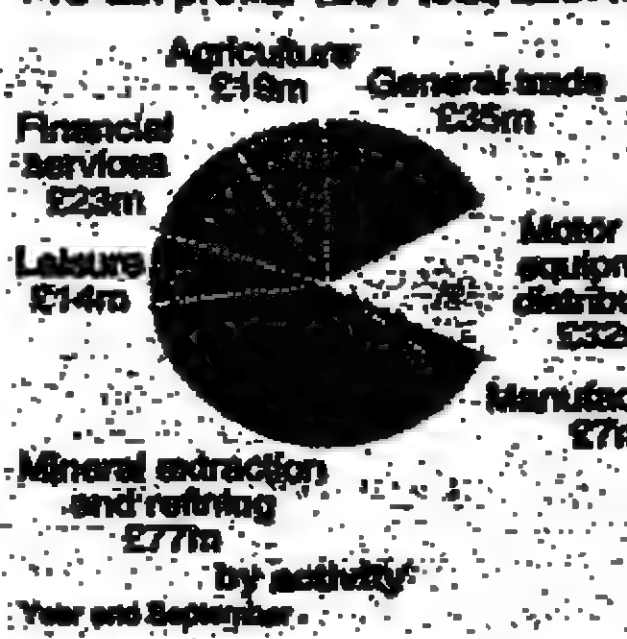
His view remained that more could be achieved in this area to the benefit of all parties, especially Lonrho shareholders. He added: "I like to think Mr Dieter Bock will come to the same view."

Mr Gilbertson said the most recent discussions with Lonrho had been about a month ago. But he said he hadn't personally been involved in any detailed discussions.

It is believed that these were conducted mainly by Mr Bernard Smith, a Genor director and chairman of Eugen, the group's energy arm. The attraction of Western to Impala was, in the first instance, its reserves. Two years ago Impala had a paucity of reserves, subsequently addressed in part through acquiring a lease over the Deeps area and purchasing the platinum interests - later mothballed - of Rand Mines. A merger with Western would have solved this problem.

## Lonrho

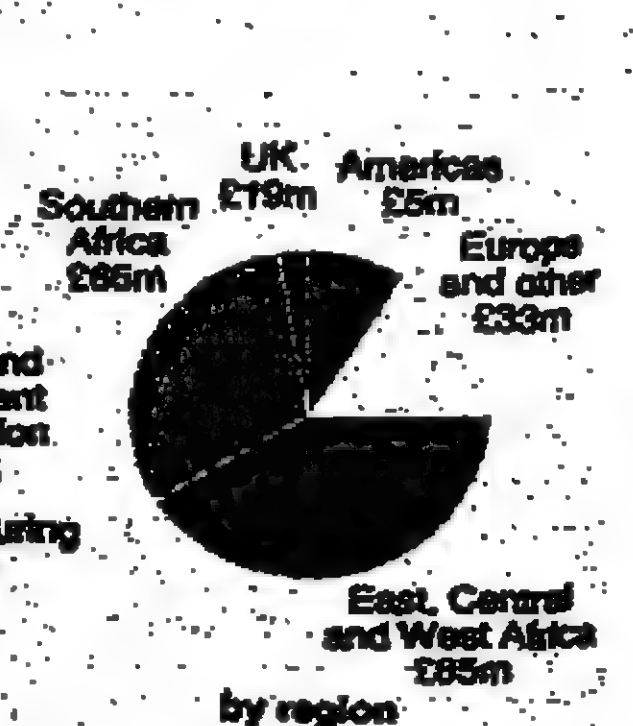
Pre-tax profits 1991 total £207m



by activity

Year ended September

Another attraction was that heavy start-up costs would be avoided, since Western was already in production and that it was in a major expansion phase. It has also long been accepted that it is the lowest cost producer in the industry. On the downside is Western's high level of debt - estimated by analysts to be in the region of £900m (£165m). There are concerns as to whether cash flows are sufficient to fund interest payments on



by region

this debt. Analysts ascribe this problem to extremely rapid expansion coinciding with a sharp decline in world rhodium prices. Production grew from 274,000 ounces of platinum group metals in 1988 to an estimated 690,000 ounces in 1991 - a rate of expansion way in excess of anything contemplated by Rustenburg or Impala.

Philip Gawith

## South Western Electricity plc Interim Results

Interim results for the six months ended 30 September 1992 (unaudited)

	1992	1991	Up
Profit before Tax	£15.9m	£13.6m	17%
Earnings per share	10.1p	8.5p	19%
Interim Dividend per share	5.9p	5.25p	12.4%

"Despite the difficult market conditions, which even the traditionally resilient area of the South West is inevitably experiencing, we are pleased that we have been able to increase profits whilst achieving improved customer service standards beyond the levels which helped us earn a Charter Mark Award earlier this year."

I am also pleased to report that we have made considerable progress in developing new businesses, such as wind power and gas supply."

William Nicol  
Chairman

Copies of the interim report will be mailed to all share holders and are available from Investor relations, South Western Electricity plc, 800 Park Avenue, Bristol BS12 4SE, Tel: 0453 201101



## INTERNATIONAL COMPANIES AND FINANCE

## Ericsson joins Hewlett in network systems venture

By Ronald van de Krol  
in Amsterdam

ERICSSON, the Swedish telecommunications company, and Hewlett-Packard, the US computer group, said yesterday that they planned to form a joint venture to provide telecommunications operators with network management systems. This underlines the trend towards co-operation between the computer and telecommunications industries.

The joint venture will be 50 per cent owned by Ericsson and will be based in Stockholm. It will also have offices in Gothenburg, Sweden, and Grenoble, France, where Hewlett-Packard's telecommunica-

tions systems business unit is based.

Company officials, who made the announcement in Amsterdam, declined to give details of the required investment or expected revenue of the joint venture, which will have a workforce of 350 and will be called Ericsson Hewlett-Packard Telecommunications AB. It is due to begin operations in the first quarter of 1993.

But Mr Haakan Jansson, president of Ericsson Telecom, said the move involved a "significant" investment for both partners. The deal must still be approved by the European Commission.

The joint venture is aimed at

winning business from the growing trend among telecommunications operators to place orders outside their own companies for systems that combine network management with administrative and customer support systems.

Currently, only 10 per cent of the annual \$10bn spent by telecommunications companies on systems integration is performed by third-party suppliers. But Ericsson and Hewlett-Packard say this will double to 30 per cent by 1995, as telecommunications operators are forced by competition and deregulation to concentrate on their core business of providing service to customers.

## Stora sells power arm and details investments

By Christopher Brown-Humes  
in Stockholm

STORA, Sweden's largest pulp and paper group, yesterday said it was selling its power distribution operations as part of a strategy of concentrating on core activities.

The buyer is AB Hälstingskraft, a wholly-owned subsidiary of Gullspångs Kraft, which will take over the operations on January 1.

No price was disclosed, but general market prices would suggest a value of around SKr300m (\$44m).

The operations being sold supply 27,000 customers and include seven small hydroelectric plants. Stora also announced a further SKr350m in new investments yesterday, taking its total autumn investment programme to more than SKr1.4bn.

Nearly SKr100m will be spent on the installation of oxygen-bleaching equipment at its Skutskär plant for the production of totally chlorine-free (TCF) pulp.

The aim is to have all production units within Stora Cell offering TCF grades by the start of 1994.

● Kone, the Finnish elevators group, has bought two-thirds of the shares in Pragolift, Czechoslovakia's second-largest lift manufacturer.

The deal, on undisclosed terms, represents Kone's first acquisition in eastern Europe, excluding Russia.

The remaining one-third of the company's shares will be held by Czechoslovakia's National Privatisation Fund, the company's workers and private shareholders.

Pragolift, which has a factory near Prague, specialises in the manufacture of large passenger and goods elevators, and employs 450 people.

It was formed three years ago when Tranza, then Czechoslovakia's only elevators group, was split. The other company was acquired by Otis, the US lifts group.

Kone has exported lifts to the Czech market for a number of years.

## Calpers fails in RWE vote

David Waller reports from the shareholders' meeting in Essen

CALPERS, the big US pension fund, yesterday failed to persuade shareholders in RWE to vote to remove the voting structure at Germany's eighth-biggest industrial group.

After the meeting had been in progress for more than 10 hours, it looked certain that the local authorities which own 30 per cent of the group's shares but approximately 60 per cent of the votes, would vote against a motion calling for a move to a one-vote-one-share system.

But the plea from Mr Joseph Lufkin, a representative of Calpers and other US institutions with approximately 1 per cent of the shares in RWE, won widespread applause from the approximately 3,000 share-

holders who gathered for RWE's annual meeting in Essen.

He won special approval from Mr F. Wilhelm Christians, the chairman of the supervisory board, to give his speech in English and his lawyer translated it into German.

Shareholders clapped enthusiastically when he said in English that it was "naïve" for RWE or any other German company to maintain voting restrictions whilst expecting to enjoy continued access to international capital markets.

Mr Rudolf Müller, chairman of the association representing the interests of the local authorities, said that there was no evidence that the performance of the company

had been damaged by the close links with the local authorities over the years, nor that the share price had suffered as a result of the voting mechanism. There was nothing restrictive about the voting restrictions, he said, and investors bought their shares in the full knowledge of the situation.

The local authorities owe their special rights to the days when RWE's main function was to supply electricity to the Ruhr area. But electricity has shrunk over the past 10 years to 37 per cent of sales as the group had expanded into other areas, including engineering, construction and waste management.

The company is officially neutral on the motion to do away with the voting struc-

ture, which was proposed by DSW, a leading German shareholders' association. Analysts think, however, that Mr Friedhelm Gieske, chief executive, and the management board in general, share the view advanced by Calpers that the structure is an anachronism for the modern company.

The issue has come to a head as the company plans to increase its capital by DM310m (\$197m) for the first time in 10 years.

The local authorities cannot afford to subscribe to any future rights issue, but Westdeutsche Landesbank, Germany's largest public sector bank, has devised a scheme whereby the authorities will retain their voting rights without subscribing capital.

## Italo-American cinema scheme explained

By Haig Simonian  
in Milan

FURTHER DETAILS have emerged about the ambitious Italo-American project for a new multi-screen cinema chain in Italy, amid clarification of some financial details.

The news follows the signing in Rome last week of a letter of intent between Situr, the Italian property and entertainment concern, and UCI Europe, the cinema group owned by

MCA Universal and Paramount of the US.

Situr, which recently sealed a deal with the Standa retail group to develop new shopping centres in Italy, expects to invest between L550bn (\$179m) and L300bn in a series of multi-screen cinemas, which could be developed alongside. The potential financial commitment by UCI Europe is unclear.

UCI Europe, the first company to bring US-style multiplex cinemas to Europe, has

already built up a substantial chain in the UK, with cinemas of up to 15 screens.

Although Italy has one of Europe's biggest film production industries and is the home of some of the continent's most famous directors, recent years have seen the closure of many cinemas under the assault of television and video.

Mr Luigi Clementi, Situr's managing director, said the planned venture with UCI represented a further step

in the development of the group, which earlier this year opened the L150bn Mirabilandia theme park near Ravenna, Italy's biggest.

The company, which controls the Valtur holiday villages chain, is also negotiating to buy CIT, the travel agency owned by Italy's state railways. CIT is the country's only chain of travel agents, and a successful acquisition would give Situr its first direct access to the retail travel market.

## Dasa expecting loss in spite of rise in sales

MR MANFRED Bischoff, chief financial officer of Deutsche Aerospace (Dasa), the aerospace unit of Daimler-Benz, said the group's sales in 1992 would rise to DM17.3bn (\$10.8bn) from DM12.3bn last year, but it would post a loss, Reuters reports from Munich.

However, much of the rise in sales would be due to the first-time consolidation of Deutsche Aerospace Airbus, the German partner in the Airbus Industrie consortium.

Mr Bischoff added that Deutsche Airbus would show a net profit of around DM400m in 1992, down from DM420m last year. He repeated earlier statements by Dasa executives that

the group and parent company would report a loss this year.

Dasa said that the value of the recent cancellation of an order by Northwest Airlines from Airbus Industrie was some \$1.3bn. Mr Juergen Schrepp, chairman, said the cancellation could threaten further job cuts at the company and Deutsche Aerospace Airbus.

Daimler owns 37.9 per cent of the Airbus consortium. Deutsche Airbus has already said it was reducing its workforce of 23,000 by around 1,000 in response to declining orders.

## NEWS IN BRIEF

● Trelleborg, the Swedish mining and industrial group, said it would make a one-time loss of more than SKr1bn (\$147.8m) in 1992 due to the krona's effective devaluation, write-downs and several production stops in the year, Reuters reports from Stockholm.

Including the SKr1bn one-time loss, it will make a full-year loss of SKr1.5bn, Trelleborg said in a statement. The profit for the first eight months of the year was SKr11m after financial items.

● Metallgesellschaft, the German metals group, said it expected little fundamental change in non-ferrous metals markets in 1993, Reuters reports from Frankfurt.

Mr Thomas Baack, the group's chief economist, said that the underlying situation of the non-ferrous metal markets "hardly changed at all in the course of 1992 and in all probability will not do so next year either."

Production in the western world was stagnating and consumption growing at an equal rate.

"However, the imbalance in east-west trade persisted (in 1992)," Mr Baack said. "At the moment there are no prospects for improvement."

## Topdanmark to press on with issue terms

By Hilary Barnes  
in Copenhagen

TOPDANMARK, the insurance company, will proceed with the issue of 90,000 shares on December 16 at market price with no preferential rights for existing shareholders, the company said yesterday.

Earlier this month, Top announced that its profits for the year would be lower than expected as a result of heavy fire indemnity calls caused by the dry summer, and turbulence in financial markets.

Top's share price is currently DKr645 (\$106). At this price the group's issue will raise DKr58m. The issue will take the share capital at face value to DKr285m.

## Correction

## Skoda-Pilsen

DORRIES Scharmann, the German heavy engineering group, has set up a DM50m (\$31m) joint venture with Skoda-Pilsen, the Czech engineering group based in Western Bohemia.

This was incorrectly reported in yesterday's Financial Times.

## Noranda plans merger of two energy affiliates

By Robert Gibbons  
in Montreal

NORANDA, Canada's biggest resources group, plans to merge two of its key energy affiliates, Norcen and North Canadian Oils.

Noranda's first step will be to sell its 50.5 per cent interest in North Canadian for Norcen shares. The deal, which offers 0.87 Norcen shares for each North Canadian, is being extended to all other North Canadian shareholders.

Later, North Canadian's operations would be rolled into Norcen. The merger would link a domestic and international oil exploration and production group with a large natural gas producer. North Canadian also has a fast-growing coal generation business in Canada and the US.

The combined company will be Canada's eighth-largest oil and gas producer, with assets of C\$3.75bn (US\$2.9bn). It will have one class of common shares.

Noranda said the combined company's earnings potential would be much better than if the two units operated separately. Noranda will maintain a 44 per cent interest in the continuing Norcen on a fully-diluted basis.

Canadian Hunter, an important Noranda-controlled gas producer in western Canada, will remain separate.

Norcen is expanding its international activities by stepping up development operations in Argentina.

● Laidlaw, the waste management group affiliated with Canadian Pacific, is planning further acquisitions. Mr Donald Jackson, president, told the company's annual meeting in Toronto.

Mr Donald Jackson said Laidlaw was negotiating a modest Mexican purchase in the hazardous waste market and also a solvent recovery centre in Arizona. Its southern US operation would be linked directly with future Mexican operations, following the recent North American Free Trade Agreement.

Mr Jackson said the solid waste business in North America was being pruned to improve returns before any new acquisitions.

Laidlaw has cut back on expansion for two years because of the recession and a tumble in profits.

Mr Jackson said annual revenue growth in the 1990s would be double-digit, but slower than the 30 per cent pace of the 1980s.

NEW ISSUE

This announcement appears as a matter of record only.

December 1992



## Nishimatsu Construction Co., Ltd.

U.S.\$150,000,000

2 3/4 per cent. Notes 1996

with

## Warrants

to subscribe for shares of common stock of Nishimatsu Construction Co., Ltd.

Issue Price 100 per cent.

## Yamaichi International (Europe) Limited

Fuji International Finance PLC

Yasuda Trust Europe Limited

Nippon Credit International Limited

Asahi Finance (U.K.) Ltd.

Baring Brothers &amp; Co., Limited

Credit Suisse First Boston Limited

Robert Fleming &amp; Co. Limited

Kleinwort Benson Limited

Lehman Brothers International

Nikko Europe Plc

Sakura Finance International Limited

J. Henry Schroder Wagg &amp; Co. Limited

Taiheyo Europe Limited

Nomura International

Kankaku (Europe) Limited

Bank of Tokyo Capital Markets Group

Cazenove &amp; Co.

Deutsche Bank AG London

Goldman Sachs International Limited

KOKUSAI Europe Limited

Morgan Stanley International

Okasan International (Europe) Limited

Salomon Brothers International Limited

Société Générale

S.G. Warburg Securities

New Issue

This announcement appears as a matter of record only.

December 1992

OLYMPUS<sup>®</sup>  
OLYMPUS OPTICAL CO., LTD.

U.S. \$400,000,000

2 3/4 per cent. Notes 1996

with

## Warrants

to subscribe for shares of common stock of Olympus Optical Co., Ltd.

Issue Price 100 per cent.

## Yamaichi International (Europe) Limited

## Nomura International

## Paribas Capital Markets

Baring Brothers &amp; Co., Limited

Credit Suisse First Boston Limited

Deutsche Bank AG London

Wako International (Europe) Limited

Sumitomo Finance International plc

Bank of Tokyo Capital Markets Group

Salomon Brothers International Limited

Tokai Bank Europe Limited

S.G. Warburg Securities

Banque Indosuez

Barclays de Zoete Wedd Limited

Robert Fleming &amp; Co. Limited

Goldman Sachs International Limited

Meiko Europe Limited

Morgan Stanley International

Nichel Securities (Asia) Limited

Sakura Finance International Limited

J. Henry Schroder Wagg &amp; Co. Limited

Société Générale

Taiheyo Europe Limited

Takagin Finance International Limited



## INTERNATIONAL COMPANIES AND FINANCE

## Royalties from licensing boost National Semi

By Louise Kehoe  
in San Francisco

NATIONAL Semiconductor, the US chipmaker, reported its strongest quarterly earnings in seven years, boosted by gains from patent licensing royalties. But its operating performance failed to live up to Wall Street expectations, prompting a sharp decline in the share price. National was down 2% to 10% at midday yesterday.

Net earnings for the second quarter, ended November 29, were \$35.3m, or 27 cents a share, against \$35.9m, or 28 cents, a year ago. Results included a net gain of around 15 cents per share from exceptional items.

The company recorded a pre-tax gain of \$18.1m, including a \$31.7m from patent licensing fees, charges of \$4.5m for legal expenses, and \$9.1m for the costs of consolidating sales and logistics facilities for international operations.

Analysts had expected net earnings of about 20 cents per share and were disappointed

by after-tax earnings from normal operations of approximately 16 cents per share. Gross margins were also slightly lower than expected.

The company attributed this trend to strong sales of its lower margin products. Sales for the quarter were \$491.9m, up from \$413.2m last time.

The results represent National's fifth consecutive profitable quarter, said Mr Gilbert Amelio, president and chief executive.

"We are continuing to consolidate manufacturing facilities," Mr Amelio added. "We have agreed in principle with Defense Systems and Software of New Jersey, to form a joint venture to operate our facility in Migdal Haemek, Israel, as an independent operation. National will own less than 20 per cent of the joint venture."

In the first half, the company reported net earnings of \$37.2m, or 28 cents, on sales of \$964.8m, compared with a net loss of \$12.1m, or 11.6¢, after restructuring charges of \$143.2m, on sales of \$934.2m.

## Borland proposes \$35m charge to cover job cuts

By Louise Kehoe

BORLAND International, the California personal computer software company, has cut its workforce by 15 per cent with the loss of 350 jobs.

The price war that has raged among personal computer manufacturers for the past year has now begun to hit the software segment of the industry.

Borland said it would take a charge of about \$35m against current third-quarter earnings to cover the cost of the cuts as it consolidates its operations.

"A new industry pricing model is emerging," said Mr Philippe Kahn, Borland chairman, president and chief executive. The reorganisation "is designed to make Borland leaner, more

competitive and profitable". Borland, best known for its database management programs which enable PC users to organise and access large quantities of data, is facing intense competition from Microsoft, the PC software industry leader.

Microsoft recently launched its own database management program, aggressively priced at under \$100.

"The software industry is going through a fundamental pricing shift similar to the one in hardware," a Borland official added.

"We recognise this is a major trend in the industry and we have to be poised for it."

Mr Kahn said the company would launch two long-awaited database management products early next year.

## Diller to buy stake in TV shopping network

By Alan Friedman  
in New York

MR Barry Diller, who resigned last February as chairman of Mr Rupert Murdoch's Fox film and television studio, is to acquire a significant stake in QVC, one of the two leading US cable TV home shopping networks.

The move appears to be part of complex negotiations believed to be aimed at achieving joint control of QVC's board by Mr Diller and two corporate partners that are also substantial QVC shareholders - Liberty Media, a Wyoming-based company that has also agreed to buy voting control of QVC's main rival, Comcast, a cable operator.

QVC said yesterday the former Fox chief was in talks about joining QVC in a senior executive position. QVC, with \$922m of revenues in its last fiscal year to January 31, 1992, announced yesterday Mr Diller had also reached an agreement to form a group with Comcast and Liberty Media. Liberty has 25 per cent of QVC, while Comcast owns 14 per cent.

Liberty, formed last year when it was spun off from Tele-Communications, the biggest US cable operator, agreed this week to buy voting control of Home Shopping Network, QVC's main rival. Liberty and Comcast have joined forces to seek control of QVC.

Liberty is effectively controlled by Mr John Malone, chairman of TCI, and had \$11m of revenues in the first nine months of 1992. Some analysts believe Liberty's goal is to save costs by sharing administrative and operating expenses at both QVC and Home Shopping Network. This would create ties between the two that together have a dominant position in the fast-growing \$2bn-a-year TV shopping industry.

Mr Diller could not be reached for comment yesterday. QVC had \$36.2m net profits on \$729m revenues in the first nine months of the year to January 31.

## Chile woos multinationals to the market

Leslie Crawford looks at how banks want to transform Santiago into a financial hub

CORPORATE bankers in Chile are forging a new line of business by persuading multinationals to float their local subsidiaries on Santiago's buoyant stock exchange.

Citicorp Chile and Bankers Trust Company have been sending emissaries to the headquarters of US and European groups to expound the financial logic of going public in Chile.

Their sales pitch has three main points: parent companies could raise ready cash by carving out their Chilean businesses; they could finance acquisitions elsewhere in Latin America by tapping Chile's substantial pool of capital resources; and they could find local investors to fund their own expansion projects in Chile.

Chilean banks want to transform Santiago into a financial hub for the Latin American operations of multinational companies.

They believe this is possible because the spectacular growth of Chile's private pension funds and insurance companies has created a domestic savings pool worth \$17bn.

Pension funds, the largest institutional investors in Chile, are on the look out for new investment opportunities. They have recently been authorised to take part in project finance

and invest in convertible bonds.

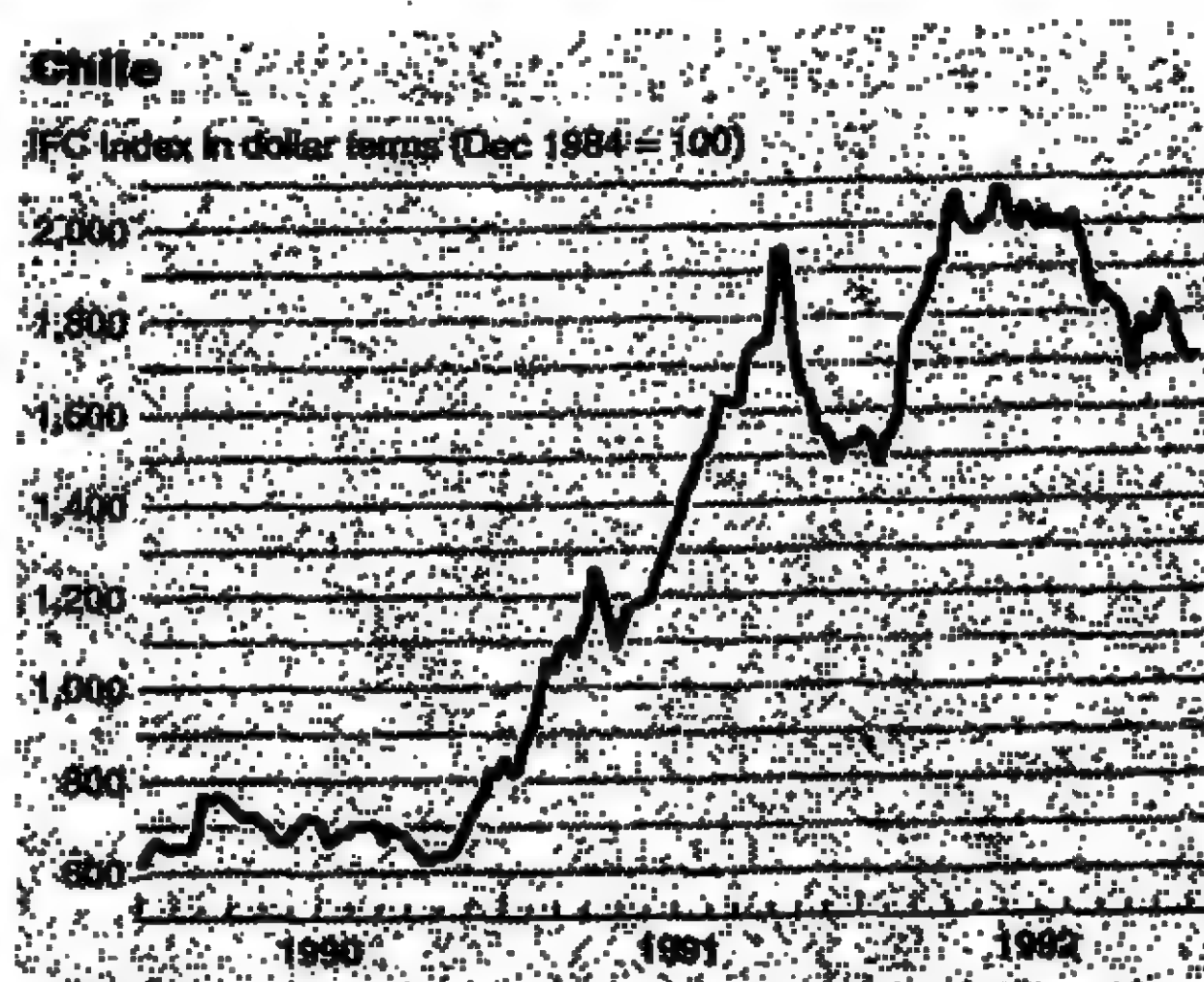
As a result, the first multinationals are being coaxed onto the Santiago stock market, or Bolsa. Arco Chile, a subsidiary of the US steel group Arco, has announced it will be floating up to 60 per cent of its equity on the Bolsa early next year.

"Arco Inc needs cash after taking the strategic decision to concentrate its business in stainless and specialty steels in the US," explains Mr John Barroilhet, Arco Chile's general manager.

Bankers Trust persuaded Arco Inc to get a better deal by floating its Chilean affiliate than by selling it outright. Business is thriving as Arco dominates the \$100m market for grinding systems in Chile's thriving mining industry. The initial public offering is expected to raise about \$40m.

Mr Lincoln Rathnam, managing director of Boston investment consultants Scudder, Stevens & Clark, sees this as a trend, not only in Chile but elsewhere in Latin America. "While Chile has the advantage of having a solid institutional investor base, other stock exchanges in the region have benefited from economic reforms that have wooed back flight capital."

"We are encouraging US



Source: Citicorp

companies to float their Latin American units as a cheap and effective way of raising capital," says Mr Rathnam. "I expect to see a lot of familiar names on local stock exchanges soon."

According to Salomon Brothers Financial Strategy Group, US companies have raised over \$2.5m in the past five years by carving out their foreign subsidiaries in overseas equities markets.

To date, this has mainly taken place in Japan, where price/earnings multiples are several times higher than those in the US.

risk of their expansion plans in Latin America," Mr Silva says.

Chilean electricity companies, for example, have raised over \$100m on Santiago's capital markets to buy large stakes in the privatisation of Argentine utilities.

There is no reason why multinationals should not be able to do the same in other fields, Mr Silva says.

Citicorp is pursuing flotation talks with about a dozen multinationals with businesses in Chile.

Stemnit, the Belgian manufacturer of construction materials, is expanding its holdings in Latin America through Ceramias Cordillera, a Chilean ceramics group floated on Santiago's Bolsa last year.

The Belgian group and its new Chilean partners have just agreed to an \$18m capital increase in Cordillera to finance acquisitions in Argentina. If the purchases go ahead, Cordillera will control 40 per cent of the Argentine market for ceramic tiles.

A further incentive for multinationals considering going public in Chile is that they often control businesses which are under-represented on the Santiago stock exchange.

Public offerings from companies in consumer products, mining, and the fruit exporting business would probably be snapped up.

## Procter &amp; Gamble in review of world operations

By Nikki Tait in New York

PROCTER & Gamble, the Cincinnati-based consumer products company, has told employees it is reviewing operations worldwide in an effort to make the group more efficient and competitive.

Employees were told on Wednesday that P&G was implementing a "worldwide project to review work processes and organisational structure".

The company claims the overview is necessary because of a steady flow of acquisitions - over 40 during the past decade - and geographical expansion moves.

"We believe this is the right time to step back and... ensure that the organisational structure is matched to the needs of the marketplace," it says.

The company added that, although unable to predict the results of the study, it does not expect "broad-scale layoffs".

It suggested that, if job cuts were found to be necessary, they could be "handled primarily through reassignment, normal attrition and retirements".

P&G is setting up a steering committee, which will first analyse the group's structure and then draw up detailed recommendations.

## US newspaper group plans to publish books

KNIGHT-RIDDER, the US newspaper group, was near to signing a book publishing deal that will exploit the company's traditional news-gathering forces, said Mr Anthony Ridder, president, Reuter reports from New York.

Mr Ridder said Knight-Ridder hoped to sign a deal with a leading US book publisher by the year end and that it aimed to publish more than a half dozen books annually.

He declined to identify the publisher they were negotiating with. Ridder said the pending arrangement was inspired by the success of two recent books.

## The Equitable forms link with disability insurer

By Nikki Tait

THE EQUITABLE, the large but troubled US life insurance company in which France's Axa has a 49 per cent stake, said yesterday it was forming a "strategic alliance" with UNUM, a medium-sized insurance company which specialises in disability insurance.

The Equitable, which turned itself from a mutual insurance operation into a shareholder-owned company earlier this year to boost capital, said the tie-up was part of a general strategy of concentrating on "core life insurance and annuity business".

Equitable's 8,800-strong agency sales force will sell individual disability products "based on product designs, administrative systems and claims management capabilities developed by UNUM".

The smaller, Maine-based insurer will reinsure a significant portion of the insurance risk on these policies. It will also reinsure part of the insurance risk on Equitable's existing individual disability business.

This arrangement will not include Equitable's open disability claims, but in these cases UNUM will provide claims management services on a fee-for-service basis.

**ANZ Bank**  
Australia and New Zealand  
Banking Group Limited  
Australian Company Number 005 357 522  
(Incorporated with limited liability in the State of Victoria, Australia)

**U.S. \$200,000,000**  
Floating Rate Notes due 1994

Notice is hereby given that for the Interest Period 10th December, 1992 to 10th March, 1993 the Notes will carry a Rate of Interest of 3.95313 per cent. per annum with an Amount of Interest of U.S. \$98.83 per U.S. \$10,000 Note. The relevant Interest Payment Date will be 10th March, 1993.

Bankers Trust Company, London Agent Bank

**NOTICE**  
to the holders of outstanding  
**US\$70,000,000**  
3 1/4 per cent. Convertible Bonds Due 2006  
of  
**GOLDSTAR CO., LTD.**  
(the "Bonds" and the "Company" respectively)

NOTICE IS HEREBY GIVEN to the holders of the Bonds that, as a result of the issue by the Company 11,300,000 common stock of the Company described in the Notice given to the holders of the Bonds on 23rd September, 1992, the existing Conversion Price per share of preferred stock of the Company has, pursuant to the provisions of the Trust Deed constituting the Bonds, been adjusted from W19,919 to W18,192 with effect from 6th October, 1992.

17 December, 1992  
By: Citibank, N.A. (Issuer Services) **CITIBANK**

**Hongkong Bank**  
The Hongkong and Shanghai Banking Corporation Limited  
(Incorporated in Hong Kong with limited liability)

**U.S. \$400,000,000**  
PRIMARY CAPITAL UNDATED FLOATING RATE NOTES  
(SECOND SERIES)

Notice is hereby given that the Rate of Interest has been fixed at 5% and that the interest payable on the relevant Interest Payment Date, March 11, 1993 in respect of \$50,000 nominal of the Notes will be \$252.50 and in respect of \$100,000 nominal of the Notes will be \$505.00.

December 11, 1992, London  
By: Citibank, N.A. (Issuer Services), Agent Bank **CITIBANK**

**U.S. \$275,000,000**  
of which  
**U.S. \$200,000,000** has been issued as the Initial Tranche

**The Bank of New York Company, Inc.**  
Floating Rate Subordinated Capital Notes due 1997

Notice is hereby given that the Rate of Interest has been fixed at 5.25% p.a. and that the interest payable on the relevant Interest Payment Date, March 11, 1993 against Coupon No. 29 in respect of U.S. \$10,000 nominal of the Notes will be U.S. \$131.25.

December 11, 1992, London  
By: Citibank, N.A. (Issuer Services), Reference Agent **CITIBANK**

**Banque Indosuez**  
\$13,000,000,000  
7 per cent. Notes Due 1993  
consisting of equal  
amounts of  
Bull Notes  
and  
Bear Notes

In accordance with Condition 41.1 of the Terms and Conditions of the Notes, the Redemption Amount payable on the 24th March, 1993 will be \$9,190,000,000 per \$100,000,000 Bull Note and \$9,190,000,000 per \$100,000,000 Bear Note.

Bankers Trust Company, London Agent Bank

**U.S. \$750,000,000**  
**Lloyds Bank Plc**  
(Incorporated in England  
with limited liability)

**Primary Capital Undated Floating Rate Notes**  
(Series 1)

For the six months period ending 11 June 1993, the Notes will carry an interest rate of 5.9375% per annum, with a Coupon Amount of U.S. \$199.06 payable on June 11, 1993.

By: The Chase Manhattan Bank, N.A. London, Agent Bank

**U.S. \$150,000,000**

**Bank of Ireland**  
(Established in Ireland by Charter in 1783, and having limited liability)

**Undated Floating Rate Primary Capital Notes**

In accordance with the provisions of the Notes, notice is hereby given that for the three month interest period from December 11, 1992 to March 11, 1993 the Notes will carry an interest rate of 3.875% per annum. The interest payable on the relevant interest payment date, March 11, 1993 will be U.S. \$56.88 per U.S. \$10,000 principal amount.

By: The Chase Manhattan Bank, N.A. London, Agent Bank

December 11, 1992

**TRANSWORLD BOND TRUST**  
FCP  
2, boulevard Royal, Luxembourg  
**DIVIDEND ANNOUNCEMENT**

TRANSWORLD BOND TRUST will pay out a dividend of USD 0.80 per share on December 21st, 1992 to each unit on record on December 15th, 1992.

Shares are traded ex-dividend as from December 15th, 1992.

**THE BOARD OF DIRECTORS OF TRANSWORLD BOND TRUST MANAGEMENT COMPANY**

**Joint Venture Agreement**  
**HUTA L.W. Sp. z o.o.**  
STEEL MANUFACTURING

**LUCCHINI S.p.A.**  
Brescia, Italia

**HUTA WARSZAWA**  
Warszawa, Polska

**EC PHARE PROGRAM**  
within the  
**Industrial Development Agency**  
(AGENCJA ROZWOJU PRZEMISLU S.A.)

sponsored  
on behalf of  
**THE REPUBLIC OF POLAND**

**Ministry of Industry and Trade** **Ministry of Privatisation**

Advisers to the Polish Government:

BHF Financial Advisers Warszawa  
McLellan & Partners Technical Adviser Warszawa  
Althamer & Gray Legal Advisers Warszawa  
Negotiation Coordination Surrey, GB

**CONSOLIDATED SEMI-ANNUAL REPORT**

**Statement of Income**  
For the period April 1, 1992 to September 30, 1992 in millions of Yen

Net sales	2,255,536
Cost of sales	1,591,708
Income before taxes and minority interests	36,842
Income taxes	23,788
Net income	4,657
Net income per share	1.62 (in Yen)

**Balance Sheet**  
September 30, 1992 in millions of Yen

Assets	Liabilities and Shareholders' Equity
Cash and cash equivalents	648,588
Notes and accounts receivable	1,024,582
Inventories	1,244,793
Other current assets	411,737
Property, plant and equipment	1,312,952
Other assets	697,699
<b>Total assets</b>	<b>5,538,520</b>
Bank loans and current portion of long-term debt	801,525
Notes and accounts payable, trade	771,154
Other current liabilities	1,158,414
Long-term liabilities	1,423,283
Minority interests	141,849
Shareholders' equity	1,162,321
<b>Total liabilities and shareholders' equity</b>	<b>5,538,520</b>

**In Touch with Toshiba**  
**TOSHIBA**



## INTERNATIONAL COMPANIES AND FINANCE

## Sanyo sees 73% drop in profits and cuts payout

By Eniko Terazono in Tokyo

SANYO Electric, the Japanese electronics company, has revised downwards its profits forecast for the year ended November and announced plans for a cut in dividend - its first in 22 years.

Sanyo yesterday said annual pre-tax profits would fall 73.3 per cent to ¥10bn (\$80.64m) in July, it forecast a 35.9 per cent decline. The company also expects to post losses of ¥17bn at the operating level, against an operating profit of ¥11.3bn the previous year.

The announcement follows sharp falls in interim earnings at other leading Japanese electronics companies, such as Matsushita Electric Industrial and Sony. The severe downturn in profits also forced Sanyo to cut its dividend to ¥6.50 per share, from the previous term's ¥8.

Sanyo is trying to restructure its ailing operations by giving more responsibilities to

each of its business sectors. Some 350 staff have been transferred from headquarters to sales and marketing departments.

In an effort to quicken the pace of reforms, Mr Satoshi Ito, son of Sanyo's founder, tightened his grip over the company last month by promoting himself to chairman and chief executive officer, from the presidential post. Mr Yasuaki Takano, former vice-president, has become president and chief operating officer.

For 1991-92, the company now expects a 8.4 per cent decline in sales to ¥1,080bn, and after-tax profits to fall 72.1 per cent to ¥5.7bn.

The company incurred foreign exchange losses of 3.2bn due to the higher yen. Sales of audio and visual equipment dropped 18 per cent, due to weak European sales, while a cool summer led to a 15 per cent fall in sales of air conditioners.

## Flotation of Qantas may include global offer

By Bruce Jacques in Sydney

MR RALPH Willis, the Australian finance minister, yesterday raised the possibility of an international offering of Qantas shares in the planned public flotation, scheduled for next year.

Mr Willis said the international offering option depended on the outcome of the current trade sale.

Both British Airways and Singapore Airlines have lodged bids for shareholdings in Qantas.

Mr Willis also announced that the underwriters for the flotation would be ANZ MacGilligan Securities, County NatWest Australia, CS First Boston Australia and Potter Warburg.

● The bitterly-contested takeover bid by Campbell Soup, the US food group, for Arnotts, the Australian biscuit maker, has spilled over into the courts.

Campbell yesterday applied to the Supreme Court of New South Wales to resolve an earlier agreement which may restrict Campbell's voting rights.

Arnotts asserts that the agreement, made in 1985, prevents Campbell from voting more than 14.9 per cent of Arnotts stock, even if Campbell achieves minority control of the company.

Campbell yesterday said it disagreed with this assertion and was seeking a hearing to have the issue resolved. Campbell, which already controls 33 per cent of Arnotts' shares, is bidding \$48.50 a share for the balance.

The offer values Arnotts at \$41.2bn (US\$833m).

● Howard Smith, the shipping group, has claimed success in its \$4115.5m takeover bid for Alexandra Towing, the UK tug operator, claiming 81.7 per cent of Alexandra's capital.

The offer, which still requires clearance from UK regulatory authorities, will remain open indefinitely.

● North Broken Hill Peko, the Australian resources group, has bought Girdlestone Pumps of the UK for an undisclosed sum.

## Chicago pushes novel line in catastrophes

Laurie Morse reports on the two new insurance futures launched today by the CBOT

THE Chicago Board of Trade, the big US futures market, today launches two innovative futures contracts that track quarterly property insurance claims for losses from such catastrophes as earthquakes, floods, riots, tornadoes and hurricanes.

But, in spite of a 15-year development period, the products may be too novel for the US insurance industry, and may be arriving at a time when state insurance regulators are discouraging "creative financing" on insurance company balance sheets.

The nation's largest casualty insurers, State Farm and Allstate, are not participating in the index of claims reporting that underpins the futures contracts. Only one state insurance regulator has said it will allow the contract to be used for hedging risk, and then only on a limited basis. That regulator is in Illinois, the CBOT's home state.

However, in another sense the CBOT's timing is impeccable. Insurance companies traditionally lay off their underwriting risk through reinsurance. A series of catastrophes in the past year - the Chicago flood, riots in Los Angeles, and Hurricanes Iniki and Andrew - created enormous price volatility and overwhelmed the reinsurance markets.

In fact, the CBOT shifted its focus to the catastrophe contracts only late this summer, setting aside plans for less volatile homeowners' insurance futures which had been scheduled for a September launch.

Mr Richard Sandor, executive managing director at Kid-



Parking problem: disasters such as Hurricane Andrew overwhelmed the reinsurance markets

der Peabody in New York, and one of the pioneers of financial futures, says the disasters created capacity problems in the reinsurance business, and an opportunity for the CBOT.

"What we're responding to is what is perceived to be a need for capital and risk management in the insurance market," Mr Sandor says. He expects some reinsurance companies to be in the CBOT pits on opening day, but says primary insurance companies have "displayed healthy scepticism" and "don't really know what futures are."

Such resistance does not dismay CBOT officials. "I can remember when 41 primary dealers of US government securities told me they didn't want anything to do with a Treasury bond futures contract," says Mr Leslie Rosenthal, chairman of the CBOT's insurance sub-

committee. "Now we have the biggest bond contract in the world, and every dealer uses it to hedge."

The exchange will initially rely on its own stable of independent traders to fill the insurance pits. CBOT traders have a natural affinity for disasters, having bet their fortunes indirectly on drought, war and famine in the Chicago's grain pits for the past century.

The CBOT hopes talks with regulators in New York, California, Texas, and Florida will produce rulings that insurance companies can constructively use the contract for risk management. In the meantime, Mr Rosenthal says interest from offshore reinsurers has been growing. He also thinks that if the futures contracts prove profitable, US insurance com-

panies will find the means to trade them.

Exchange executives note that most big insurers have financial trading subsidiaries that are allowed to use futures. Allstate is under the same Sears umbrella as Dean Witter Reynolds, for example, and Prudential has a big brokerage arm.

The CBOT cites an industry study that pegs property insurance premiums subjected to catastrophic loss at \$41.6bn in 1990. However, Mr Marc Rosenberg, vice-president of the Washington-based Insurance Information Institute, says the size of the potential market for futures is much smaller.

He says the amount of insurance premiums written for all property-related coverages (excluding cars) is a little less than \$30bn. Since reinsurance purchases typically amount to

just 10 per cent of gross premiums, futures will be chasing a small portion of the estimated \$8bn insurers spend on reinsurance each year.

Mr Rosenberg contends that industry scepticism stems from an apparent contradiction: the exchange calls the contracts hedge vehicles, when US insurance companies are not allowed to use them for that purpose. "There is a large gap between the [CBOT's] promotional materials and the realities of the insurance business," he says, dismissing the contracts as speculative investments.

However, others take a more benign view. Mr Michael Pinter, chairman of Kemper Reinsurance, one of the US's largest reinsurance groups, says: "We're being neutral at this stage. The concept is very interesting. The CBOT has put a lot of time and effort into this, and we're going to wait and see."

Mr Pinter says the main issue is whether the exchange will be able to generate enough early transaction volume to make the contracts viable. While regulatory hurdles are important, he thinks the contracts will survive if they can prove their economic usefulness. "The dollar potential is there, and the volatility is certainly there," he says.

The exchange starts today with national catastrophe insurance futures and options and eastern catastrophe futures and options. It plans western catastrophe contracts and health insurance futures in the first quarter of 1993.

## French-led group set to win water tender

By a Correspondent in Buenos Aires

A FRENCH-Argentine group has taken the lead in a tender for a 30-year concession of the Argentine water company Obras Sanitarias de la Nacion (OSN), a state-owned company that supplies running water and treats sewage in Buenos Aires, home to nearly one-third of Argentina's 33m population.

The group - headed by Lyonnaise Des Eaux-Dumez and Generale Des Eaux, in partnership with the Argentine companies, Sociedad Comercial del Plata, Banco Galicia and Meller - offered to make the biggest discounts on OSN's rates, compared with the bids made by two British-led consortia.

Lyonnaise Des Eaux Dumez would be the group's operator. According to the terms of the

tender, the concession was to be awarded to the group offering to charge the lowest tariff.

The French-Argentine group's discount was 26.9 per cent, beating the 26.1 per cent rate cut offered by Thames Water's consortium and 11.5 per cent discount proposed by a group led by North West Water.

Mr Wyllian Otrera, the Argentine public works secretary, said that before awarding the concession, OSN's privatisation committee would analyse the French-Argentine bid to decide whether its low rate would enable the group to meet a required \$1.25bn in investments over the first 10 years of the contract.

Winners of the concession, due to be awarded before next Friday, will have to upgrade and expand OSN's decrepit network.

## Mercedes' Brazil arm to report first loss

By Christina Lamb in Rio de Janeiro

MERCEDES Benz do Brasil, part of the German motor group, will this year report its first loss in Brazil.

Mr Rolf Eckrodt, president of Benz do Brasil, blamed persistent high inflation and deepening recession for a \$900m drop in sales.

In spite of record exports,

truck production was the lowest since 1970, dropping to 14,200 units compared with 22,400 in 1991. Bus production rose slightly to 20,000. Mercedes has 83 per cent of the local bus market.

To compensate for falling domestic sales, the company focused strongly on exports, achieving a 31 per cent increase in sales to \$600m, more than one-third of which

was accounted for by Mexico. Total sales slipped to \$1.4bn and as a result the company plans to lay off 2,000 workers next month.

The news of the losses - the first in 36 years - concludes a bad year for Benz do Brasil, which is one of the companies implicated in the corruption scandal that recently led to the suspension of President Fernando Collor.

● Nestlé, the Swiss foods group, is to cut investments in Brazil because of falling sales and profitability. Investments are to be reduced from \$105m to \$60m as sales continue to be hit by Brazil's declining per capita income. Like many companies in Brazil, Nestlé has tried to compensate through boosting exports which this year rose 50 per cent to \$50m, largely to Argentina.

## Inco takes \$16m charge for cuts

INCO, the world's second-biggest nickel producer, will take a US\$16m pre-tax charge in the fourth quarter in respect of 400 job cuts, writes Kenneth Gooding. The Toronto-based group estimated the move would reduce employment costs by an annual \$22m. Inco previously took an \$18.5m charge in the third quarter for an early-retirement programme.

NEW ISSUE

10th December, 1992

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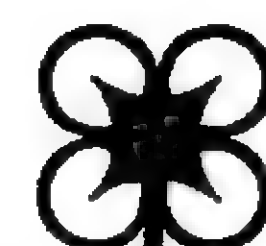
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## INTERNATIONAL CAPITAL MARKETS

## UK financing arm of Daf in £180m, five-year issue

By Brian Bollen

THE recent sequence of securitised bond issues continued in the international market yesterday with the launch by UBS P&D of a £180m issue for Truck Funding, a subsidiary of Leyland Daf Finance.

## INTERNATIONAL BONDS

UBS P&D said the issue, for the UK financing arm of Daf, was the UK's first securitisation of tax-based leases. The notes are backed by vehicle leasing contracts from the Leyland Daf truck and van business in the UK.

UBS P&D said the structure represented a lower cost alternative to bank financing, at a time when the leasing and

finance sector was finding medium-term bank financing harder to come by. Similar deals from other issuers are expected to follow, the bank said, although one current problem with leasing transactions was the absence of taxable profits against which to offset capital allowances.

The issue, of £180m of five-year floating rate paying a margin of 50 basis points over three-month Libor at a fixed reoffer price of 96.65, offered a discounted margin to investors of 60 basis points. Proceeds will be used to replace more expensive short-term bank facilities.

UBS P&D claims to have solved the main problem of securitising UK tax-based leases. These centre on the loss of capital allowances for the originator of a lease, in this case Leyland Daf Finance, if it transfers the underlying asset.

"This structure preserves the capital allowance position of the originator," said Mr Mark Lewis, a vice-president at UBS P&D responsible for structuring the transaction. "All the tax benefits stay with it."

The assets and receivables are stripped away from Leyland Daf Finance in a tax neutral way, he said. The receivables and assets are first sold by Leyland Daf Finance to a special purpose vehicle. This then sells the receivables on to one company - Truck Funding - and the assets to another.

Credit enhancement enabling the issue to qualify for its Standard & Poor's triple-A rating comes in two stages. First, each £100 of bonds is backed by £106 of assets.

Second, in the event of a shortfall, Union Bank of Swit-

## NEW INTERNATIONAL BOND ISSUES

Issuer	Amount m.	Coupon %	Price	Maturity	Fee	Book runner
UBS P&D	180	(a)	100.1	1998	20/10bp	Salomon Brothers Int.
Finland Export Credit (FinEx)	100	(a)	100	1998	20/10bp	Goldman Sachs Int.
FinEx (FinEx) Inc. (FinEx)	100	(a)	100	1998	20/10bp	Goldman Sachs Int.
UBS P&D	180	(a)	100.1	1998	20/10bp	Salomon Brothers Int.
FinEx (FinEx) Inc. (FinEx)	100	(a)	100	1998	20/10bp	Goldman Sachs Int.
FinEx (FinEx) Inc. (FinEx)	100	(a)	100	1998	20/10bp	Goldman Sachs Int.

zerland guarantees to lend £25m to £20m on a non-recourse basis to Truck Funding, to be placed on deposit until needed to meet any arrears and losses. Repayment of the loan is subordinated to the claims of the noteholders.

If UBS loses its triple-A rating, the loan will immediately be drawn down in full and proceeds put on deposit with an appropriately rated bank. The issue was well received with only minor carping, focusing on the absence of a rating by Moody's Investors Service.

Swiss Re launched a \$150m seven-year bond with callable five-year warrants, exercisable into equity in M&G Investment Corp of the US. The warrants are callable at any time, on 30 days' notice, in years four and five, to help increase the probability of exercise, said Goldman Sachs, the arranger.

## Demand for NMA offer vanishes as share prices tumble

By Simon Davies in Hong Kong

HONG KONG'S largest flotation since mid-1990, the public offer of shares in National Mutual Asia (NMA), has been only 50 per cent subscribed. The offer was fully underwritten, with Standard Chartered Asia acting as lead manager, and Baring Brothers, Morgan Stanley, Daiwa Securities and G. Warburg Securities as co-underwriters.

Brokers were not surprised at the response. The research director of one local securities house said: "There was strong initial support for the issue and the over-subscription for the placement was sufficient to cover the whole flotation. But given the current uncertainty, the shares are bound to perform badly at the start."

The row between Britain and China over Hong Kong governor Mr Chris Patten's political reform proposals had already resulted in the withdrawal of the HK\$300m flotation of South China Bank.

NMA, a wholly-owned subsidiary of the Australian life assurance and investment group, was to raise HK\$1.06bn, through a placement and open offer. The HK\$431m placement

was almost 10 times over-subscribed, but demand for the public offer vanished in the wake of last week's 12 per cent drop in the Hang Seng Index.

Provisional estimates last night indicated the HK\$646m public offer was 50 per cent subscribed. The offer was fully underwritten, with Standard Chartered Asia acting as lead manager, and Baring Brothers, Morgan Stanley, Daiwa Securities and G. Warburg Securities as co-underwriters.

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## European markets retreat as Bundesbank remains firm

By Sara Webb in London and Patrick Harverson in New York

EUROPE'S government bond markets fell yesterday as the Bundesbank reiterated its determination to quell inflation by keeping German interest rates high.

The news came against a background of further currency turbulence as Norway announced its decision to cut the krona's link to the Ecu, sparking further speculative

## GOVERNMENT BONDS

pressure against the weaker European exchange rate mechanism currencies such as the Danish krone and the French franc.

GERMAN government bonds dropped as the Bundesbank said it would stick to its restrictive policies to try to bring inflation under control and left interest rates unchanged. Mr Helmut Schlesinger, the Bundesbank president, said there was no room for an easing in interest rates, and the central bank left its discount rate at 8.25 per cent while its Lombard rate remained at 9.5 per cent.

The Bundesbank added its money supply target for 1993 would be raised to a range of 4.5 to 6.5 per cent, from 3.5 to 5.5 per cent. The bund market had expected the money supply target range to be raised.

Mr Otmir Ising, Bundesbank board member, said German M3 money supply growth slowed in November, and was quoted as saying it would be below 10 per cent. The provisional figure of 10.2 per cent for annualised growth for October was revised up to 10.3 per cent yesterday.

The Liffe bund futures contract fell from a high of 91.74 to 91.40 on the Bundesbank's statements, ending the day at around 91.45.

THE Dutch and Belgian central banks cut their key interest rates yesterday, but the moves were a reflection of their relative currency strength against the D-Mark rather than an indication of monetary policy.

The Dutch central bank cut two of its three key official interest rates by 25 basis points while the main advances rate, was cut to 8.60 per cent from 8.70 per cent. Dutch government bonds edged lower with the market focusing on the possibility of a new state

## FT FIXED INTEREST INDICES

	Dec 10	Dec 9	Dec 8	Dec 7	Dec 6	Year ago	High *	Low *
Govt Bonds (UK)	93.84	93.74	93.67	93.45	93.25	93.85	95.54	91.11
Govt Bonds (US)	108.95	108.85	108.79	108.69	108.57	108.72	110.25	97.15
* 1982: Government Securities high sales completion; 12.35 (4/1/82) , low 48.16 (3/1/78)								
Fixed interest high sales completion; 110.51 (12/1/82), low 99.00 (12/1/82)								
GILT EDGED ACTIVITY								
Indices*	Dec 10	Dec 9	Dec 8	Dec 7	Dec 6	Dec 5	Dec 4	Dec 3
300 Highed Surpluses	1182	1182	1181	1181	1208	1208	1203	1203
8-day averages	1253	1253	1257	1253	1400	1400	1406	1406
* ICE activity Indices released 18/74								



## Compass makes £35m despite recession

By Richard Gourlay

**THE COMPASS** Group increased pre-tax profits by 9 per cent in spite of the effect of recession on both its health-care and contract catering businesses.

The group, which failed to buy rival Gardner Merchant from Fortis in the summer, also signalled that it had its hands full attacking the UK catering market and would only consider a move into Europe in the medium term.

Pre-tax profits in the year to September 27 1992 rose from £33m to £34.9m on sales up 7 per cent, from £321m to £345m.

Earnings per share rose 9 per cent to 34.7p (31.9p) and the total dividend is increased to 12.3p (11.4p) via a final of 8.1p.

A net £2.3m extraordinary charge covered the costs of the failed purchase of Gardner Merchant.

Debt was reduced by £3.1m during the period from cash flow, but has since risen to £72m as a result of the acquisitions of Travellers Fare and Letherby and Christopher, the

events catering business.

Operating profits from the contract catering business rose 4.5 per cent to £27.6m.

Margins slipped from 10.1 per cent to 9.7 per cent, partly because larger contracts were secured at lower margins.

New business helped sales increase by 9.5 per cent to £285.8m, in spite of the higher number of business failures which meant there were fewer people on site.

The Healthcare division increased margins to 21.5 per cent and operating profits to £13.3m, in spite of a low occupancy rate and reduced demand from self-pay or "uninsured" patients.

Mr Francis Mackay, chief executive, said the National Health Service reforms continued to move the market in Compass's direction and provided significant opportunities.

He also laid out a strategy to focus the company's attack on the £6bn UK catering market.

The business is being split into seven discreet marketing operations.

These will cover workplaces,

educational establishments, prestige sites, boardrooms, travel outlets, shops and hospital catering.

### COMMENT

July's failure to secure the purchase of Gardner Merchant cost the company kudos as much as the £3.1m of lawyers and advisers' fees. Yesterday's results suggest the group may be leaving that substantially behind. Operationally, its success in moving profits ahead, in spite of tough markets, is impressive. What is more, the company's confirmation that Europe is again on the back burner, and with it any threat of an imminent rights issue, should encourage nervous shareholders. Interest cover remains high, even though gearing is starting to take on a 1980s look, but this has much to do with the small size of the balance sheet. Even though Compass has had a good run, a pre-tax forecast of £37.5m, giving earnings of £7.2p, means an undemanding prospect of multiple of 12.3, cheap relative to the market and even cheaper against comparable companies.

## Stock Exchange poised to axe USM

By Peggy Hollinger

**THE STOCK** Exchange is expected to announce its recommendation on the future of the Unlisted Securities Market in the week before Christmas.

It is almost certain to recommend the closure of the market, set up 13 years ago to cater for smaller companies.

The recommendation will be made in a consultative document, prepared for the Stock Exchange quotations committee after extensive consultation with the 200-odd USM-traded companies.

Following the announcement, companies and market participants will have about eight weeks to make their objections known. A final decision is likely to be taken around March.

The actual date of the closure is uncertain, but it is possible that the market could be closed to new issues by the middle of next year.

Companies have been increasingly reluctant to join the USM in recent years. Since 1989, the number of companies traded has fallen by a third and the value of the market has halved.

However, Mr Ronald Cohen, of venture capitalist firm Apex, argues the USM has been a "huge magnet to UK entrepreneurs". The market's decline in volume "merely reflects the impact of recession on small businesses," he said recently.

"The simple abolition of the USM will pose a serious threat to investment in younger businesses at a time when job creation is dependent on them."

## GUS shows 6% improvement

By Andrew Bolger

**GREAT UNIVERSAL** Stores, the mail order, retail, financial services and property group, increased interim profits by 6 per cent but said the economic situation remained difficult.

Pre-tax profits rose from £183.7m to £194.2m in the six months to September 30, while sales increased by 6.4 per cent to £1.25bn (£1.71bn).

The group said the home shopping side lifted sales by 5 per cent to £780.5m, helped by increased investment in warehouses, distribution and marketing, and operating profits rose by 6 per cent to £251.5m.

Overseas retailing boosted operating profit by 24 per cent to £10.8m on turnover of £93.3m, a rise of 6.4 per cent. South Africa produced a good result, but the Canadian performance had been affected by economic problems.

Sales of Burberrys products, including

royalties, rose 10 per cent to £71.2m with operating profits were up 6 per cent at £12.5m.

GUS said prudent lending policies enabled the consumer and corporate finance division to contain bad debt and this contributed to a modest 1.5 per cent rise in profits to £62.1m on sales of £311.2m, a rise of 8.8 per cent.

Reviews of existing leases saw rental income from the property division increase by 11.9 per cent to £25.3m.

GUS said: "The recent turbulence in the currency markets and rapidly fluctuating interest rates represent a basic malaise in an unsettled economic climate, making forward business planning hazardous and complex."

Earnings increased from 49.2p to 51.4p. The interim dividend is 13.75p (12.75p).

### COMMENT

GUS's A shares closed 35p down at £16.18,

reflecting both that these profits were slightly below some expectations and the cautious tone of the terse accompanying statement. GUS said sales since the last year had been satisfactory, but the volatile nature of trading made the outlook difficult to predict. Net cash is above the year-end total of £590m. Falling rates mean lower interest income, but the group contends that should be more than offset by the impact of cheaper money on consumer spending. Overseas earnings, accounting for nearly a fifth of group profits, benefited from the translation being made post-devaluation. Forecast full-year profits of £470m put the shares on a prospective multiple of 12.6. The shares have had a good run from £12.80 in the past year, and were no doubt overdue for some profit-taking. However, they appear to have little downside at this level, given the group's consistent record of earnings growth.

## Improvements in mail order benefit Fine Art

By Peter Pearce

**IMPROVEMENTS** in its mail order side helped Fine Art Developments lift pre-tax profits by 10 per cent, from £4.4m to £4.95m, in the six months to September 30.

Mr Keith Chapman, chairman, said that Express Gifts had added more new agents through a successful recruitment campaign, and Mr Keith Brown, associate director, added that orders there were up more than 40 per cent as a result.

The mail order side was also reaping the benefits of past investment in the Accrington site: customer service levels were improved and there was a "significant" increase in order levels, though at lower average values.

Hope Education lifted sales "in a difficult educational market", and Home Farm Hampers

was expected to make "a very satisfactory increase" in the second half where all its business falls.

Progress in the card and paper products division was more modest.

Group turnover rose 9 per cent to £120m (£109.8m), largely, said Mr Chapman, "by aggressive marketing". Operating profits edged ahead to £9.7m (£9.71m) because of lower margins, though the figures included a £2.3m charge for the closure costs of Matador Paper Mills and a £2.17m credit from the sale of the Next stake.

Reduced rates led to a fall in interest charges to £4.84m (£5.22m), though the group paid £4.4m to exercise its final option to lift its stake in Grat-tan from 10 to 15 per cent.

Earnings advanced to 4.54p (3.86p) per share and the interim dividend is raised to 3p (2.7p).

## Eve halts three-year decline with 43% gain

By Matthew Curtin

**EVE GROUP**, the USM-quoted electrical and building contractor, turned in a 43 per cent surge in pre-tax profits from £1.81m to £2.59m in the six months ended September 30, 1992.

Turnover improved to £27.6m (£19.2m), while earnings per share climbed from 12.8p to 18.3p. The interim dividend is held at 2.7p.

Although the group arrested a three-year decline in profits, it warned it would not maintain the improvement in the second half.

Mr Gerald Hough, managing director, said results in the second half of last year were exceptionally good and interim profits were boosted by the timing of contract completions.

"Although profits in the current six months will not compare with either of these peri-

ods, I am confident Eve will at least match last year's profits at year-end," he said.

Eve benefited from interest income of £300,000 and steady revenue derived from its core electrical business: contracts were entered into with the National Grid for electrical transmission line systems and more were in place for 1993.

There were increased contributions from the group's Trak-way division, a supplier of temporary road surfaces and bridges, and electrical contractor Archive. The property development division was "dormant" but could break even by year-end.

Mr Hough said Eve had cash reserves of £7m, and was keen to make new acquisitions in related businesses. The group bought Graham Brothers, an electrical systems group, for £2m in October.

## Amstrad vote halts battle

By Michyo Nakamoto and Paul Taylor

**THE TRUCE** after the four-week battle to take Amstrad private came yesterday as shareholders voted by a clear majority to keep the computers and consumer electronics company in the public domain.

Out of Amstrad's 31,000 shareholders, 15,266 voted in person or by proxy with 58.7 per cent against Mr Alan Sugar's proposal to buy back the shares and 41.3 in favour. Mr Sugar needed at least 50 per cent of those voting to back the scheme in order for it to proceed.

As the votes were being counted, Mr Sugar, who had already conceded defeat, and most of the 150 shareholders attending yesterday's special meeting, set their sights on the future and focused their discussion on where the company should go from here.

"Life goes on," was Mr Sugar's response to a shareholder's query on what he intends to do now that the company was not going to go private.

"I'll be there tomorrow in the office at 9 o'clock." Any plans for the company were the same whether it remained public or went private, he emphasised.

Mr Sugar reiterated the need to shrink Amstrad's operations but refused to specify which particular businesses the company would retreat from. "We are only going to produce and manufacture products that are going to give us a margin," he told one questioner.

Asked about whether the effort of the past four weeks had been worthwhile, the Amstrad chairman responded philosophically. "I'm a big boy. It was just another business venture that was tried and didn't work."

One shareholder wanted to be reassured that Mr Sugar would not now sell his 35 per cent stake. Mr Sugar replied that he had no immediate plans but that if someone were to offer him, and other shareholders, 50p, he would accept the offer.

Mr Sugar now faces a dilemma. If he manages to pull the company back to profitability

and the share price rises, he will be accused of having tried to buy it back cheaply.

On the other hand, if Amstrad's shares fall further he has much to lose as owner of a large equity stake. "I'm stuck in a certain way," Mr Sugar admitted, adding that he would not stand in the way of the share price rising.

But the man who was defeated by a small shareholders' comp. indicated he was not ready to make many more concessions to those whom he dismissed as "prime kazoos candidates".

He was equally dismissive of the company's institutional shareholders, some of whom publicly stated Mr Sugar for the lack of independent directors and the absence of any financial forecasts for the current year.

Amstrad has agreed to appoint two non-executive directors, but Mr Sugar accused the institutions of "gracefully burying their heads in the sand", when they were offered the chance to vet potential candidates.

## Pilkington maintains dividend despite 70% fall to £15m

By Maggie Urry

**PILKINGTON'S** share price rose yesterday, but the directors were given a rough ride when presenting the interim results to analysts.

They questioned the maintenance of the dividend at 2.59p, given that it was paid entirely from reserves.

There was little good news in the figures, which showed a 70 per cent drop in pre-tax profits from £50.6m to £15.1m in the six months to September 30.

This was in spite of Pilkington taking an annual £16m of costs out of the business over the past three years, with a further £24m going in the first half.

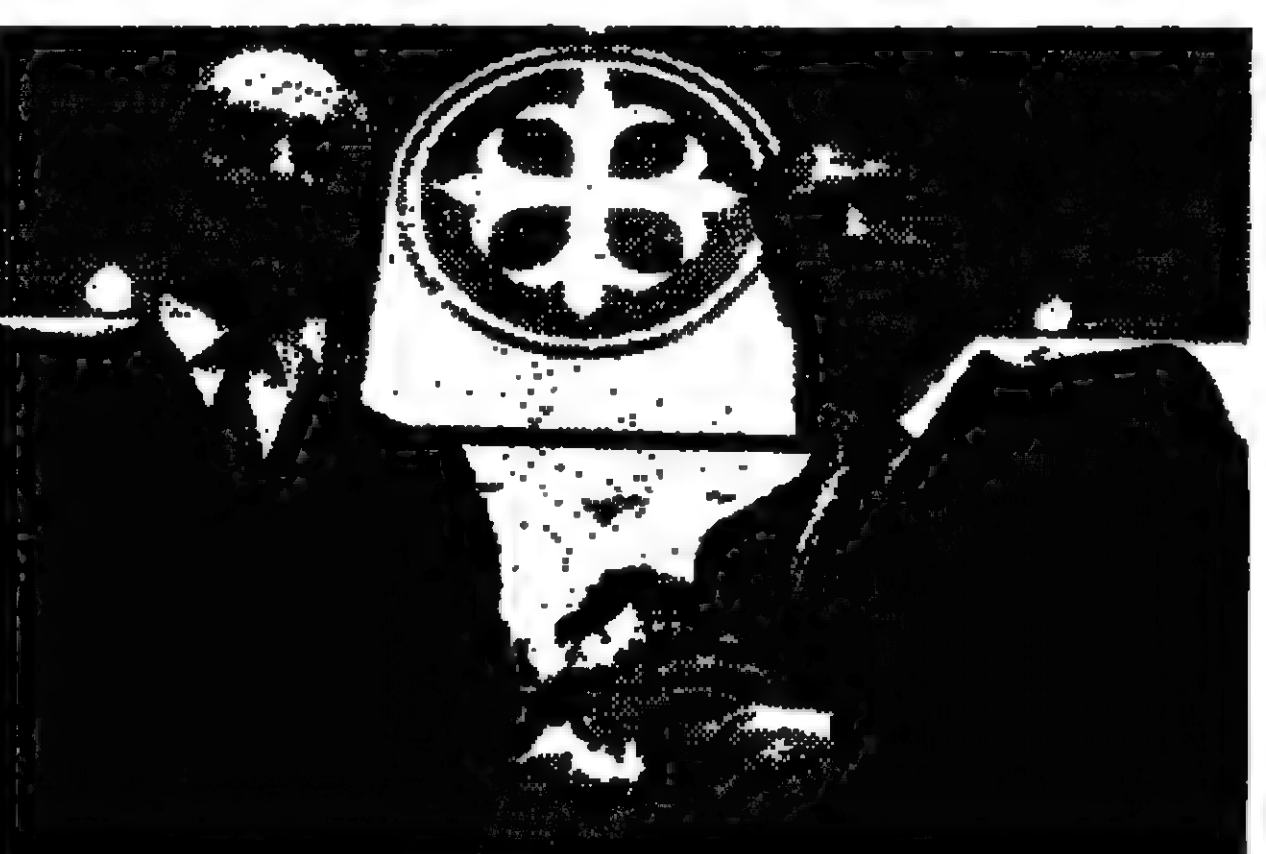
Group turnover of £1.2bn was slightly up when sales of discontinued operations were excluded.

But operating profits of £46.7m compared with £39m, including £19.4m from discontinued operations, mainly the South African business.

Investment income and associates contributed £8.4m, down from £14.2m.

That left the interest charge of £37.4m (£48.6m), covered only 1.5 times. Exceptional items were £2.6m, against £4m, although they are likely to reach £10m for the full year.

The group's tax charge of £14.7m (£30.4m) was high because losses in the UK - of £8.3m at the operating level -



Rough ride for Sir Antony Pilkington (left) and Roger Leverton

could not be offset against tax paid on overseas profits of £58m. Advance corporation tax on the dividend could not be offset either.

After minorities took £6.7m (£12.4m) there was a loss for shareholders of £6.3m (profit £7.8m) or 0.8p a share (earnings of 1p).

The shares added 3p to 67p. Mr Roger Leverton, who became chief executive in July, said capacity utilisation was about 85 per cent. Variable costs of production were low.

About 10 per cent of sales were of new, higher technology products introduced in the past five years, which earned much higher margins than standard

products. Mr Leverton said he aimed to increase their contribution to 15 per cent of sales.

Another aim was to continue to cut costs. Capital spending had totalled £1bn over the past three years, but this would be cut, working capital would be squeezed further and debt brought down.

Operating profits from flat and safety glass fell to £38.3m (£52.2m). The decline in European profits from £32.7m to £17.2m and North American to £2m (£5.5m), was offset partly by a 28m rise from other areas to £19.1m. Visioncare, which includes Sole and the US contact lens business, had flat profits of £11.6m.

## Midlands Electricity plc INTERIM RESULTS FOR HALF YEAR ENDED 30 SEPTEMBER 1992

- ★ Pre-tax profit of £33.4m on turnover up by 7.1% to £660.7m
- ★ Real reduction in tariffs
- ★ Increased operating profit of £28.5m - up 5.6%
- ★ Increased earnings per ordinary share at 11.3p
- ★ Increased dividend (net) per share of 6.35p
- ★ Increased investment in electricity network of £24.6m - up 28.1%

### Chairman's Statement

I am pleased to announce excellent first-half results. We have achieved a strong financial performance whilst at the same time reducing our tariffs, increasing investment in our electricity distribution network and continuing to improve customer service. This underlines the Directors' commitment to share the benefits of improved performance both with customers, through lower prices and quality service, and with shareholders through a progressive dividend policy.

**Financial Results:** The unaudited results for the half year ended 30 September 1992 are shown opposite. They reflect the seasonal nature of our main electricity business, with a high proportion of annual earnings arising during the winter months. In comparison with the same period last year turnover increased from £617.1m to £660.7m, a rise of 7.1%. Operating profit increased by 5.6% from £27.0m to £28.5m. Pre-tax profit increased by 28.7% from £27.0m to £33.4m, largely as a result of lower interest charges. Profit after tax rose by 20.9% from £19.6m to £23.7m. Earnings per ordinary share were 11.3p compared with 9.4p in the first half last year.

These results reflect a small growth in electricity usage in our licence area, an improvement in supply business margins and continued tight control over internal costs and working capital.

The Directors have declared an interim dividend of 6.35p (net) per ordinary share which they expect to be around one third of the year and total. The dividend will be paid on 24 March 1993 to shareholders on the Register of Members on 28 January 1993.

**Electricity Business:** In our core business of electricity distribution and supply we continued our drive to improve our financial performance alongside continuing improvement in customer service. Tariffs were increased by only 1% from April 1992, a reduction of around 3.5% in real terms. In June of this year we launched a number of new customer service initiatives including longer office opening hours and an improved appointments system. Increased capital spending to improve the reliability of the distribution network (up 28.1% at £24.6m) has been coupled with new working practices and more effective purchasing.

The economic recession both in the West Midlands and nationally has proved longer and deeper than expected. However, we have increased unit sales by 0.2% compared with the same period last year. Sales to industry, which account for around 38% of total sales, declined by 1.8% but the commercial sector showed greater resilience with sales rising by 3.7%. The number of domestic customers rose by 11,400 compared with an increase of 8,000 in the first half of 1991/92, with sales rose by 0.1%.

The Supply business performed well. The seasonally dependent loss was reduced by 26.2% from £32.1m to £23.7m. This assured well for the performance of this business for the year as a whole.

**Retailing Business:** Our appliance retailing and servicing business remains profitable. To secure its long term future, however, we have confirmed our intention to merge the business with the joint venture established by Eastern Electricity and Southern Electric. Our entry from 1 April 1993, will create the country's third largest electrical retail chain with more than 300 outlets. The merger will result in lower overheads and increased purchasing power whilst maintaining the strength of the "MEB" brand in our region.

Appropriate provisions have been made to accommodate the restructuring costs associated with the merger.

**Electrical Contracting Business:** The electrical contracting business continues to trade profitably despite a difficult market place.

**Generation Business:** Beside Power, the one major independent power project in which we are involved, is now being commissioned. From next spring Beside will be meeting around 12% of our customers' demand. We are confident that the cost per unit generated fulfils our economic purchasing objectives.

Our other generation interests, including Cogen Systems and Mass Energy, continue to make satisfactory progress.

**Midlands Gas:** In September 1991 we were the first electricity company to enter the gas supply market. Midlands Gas, operating as an entirely separate subsidiary, is trading profitably. It has more than 1,000 customers nationwide and annualised sales in excess of 100 million tonnes.

**Prospects:** The West Midlands can be expected to benefit more than most regions from measures to reinvigorate the economy. This will underpin our future financial performance. Our staff continue to respond well to the drive for increased productivity and quality of service. Our balance sheet remains strong and we are confident in our ability to maintain improvements in profitability. Our long term strategy to develop as an energy company is on course.

Bryan Townsend, Chairman and Chief Executive.

### Interim Results for the Half Year Ended 30 September 1992

Year ended 31.3.92 (audited)	Half year ended 30.9.92 (unaudited)	30.9.91 (unaudited)
£m	£m	£m
1454.1	1560.7	1517.1
135.9	28.5	27.0
14.4	5.2	4.7
(8.2)	(0.3)	(4.7)
142.1	33.4	27.0
(39.4)	(9.7)	(7.4)
27.7%	28.5%	27.4%
102.7	23.7	19.8
(36.1)	(13.3)	(11.8)
66.6	10.4	7.8
48.0p	11.3p	9.4p
17.25p	6.35p	5.85p

### Group Balance Sheet

At 31.3.92 (audited)	30.9.92 (unaudited)	30.9.91 (unaudited)
£m	£m	£m
534.2	546.3	498.6
71.9	74.8	71.7
606.1	621.1	570.3
26.3	22.7	22.3
249.1	198.0	223.7
78.1	120.4	65.4
348.5	333.1	311.4
(236.5)	(281.9)	(233.0)
111.9	41.2	78.4
718.0	662.6	649.7
(118.9)	(54.1)	(110.4)
599.1	608.5	539.3
104.7	104.7	104.7
493.4	503.8	434.6
598.1	608.5	539.3

### Notes

1. **Basics of Preparation:** The unaudited interim accounts for the half year ended 30 September 1992 have been prepared under the historical cost accounting convention, on the basis of accounting policies set out in the Directors' Report and Accounts for the year ended 31 March 1992.

The financial information contained in this interim statement does not amount to statutory accounts within the meaning of Section 240 of the Companies Act 1985.

2. **Taxation:** Taxation for the half year ended 30 September 1992 has been provided on the basis of the estimated effective tax rate for the full year.

3. **Earnings Per Share:** Earnings per ordinary share of 11.3p (September 1991 9.4p) have been calculated by dividing the profit on ordinary activities after taxation by the average number of ordinary shares in issue (209.4m).

4. **Dividends:** The Directors have declared an interim dividend of 6.35p (net) per ordinary share for payment on 24 March 1993 to shareholders on the register at close of business on 28 January 1993.

**MEB**

Midlands Electricity plc

Copies of this announcement are available from the Company Secretary at the Company's registered office, Mucklow Hill, Halesowen, West Midlands B62 8EP. If you have any enquiries as a Midlands Electricity plc shareholder please call us on 021 423 2998.

Fiduciary issue by Kreditbank S.A. Luxembourg to fund a loan to be made by it to

### ISVEIMER

Istituto per lo Sviluppo Economico dell'Italia Meridionale  
Italian Lire 150,000,000,000  
Floating Rate Notes due 1997

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the Interest Period from December 9, 1992 to March 15, 1993 the Notes will carry an Interest Rate of 15.08468% per annum.  
The Interest Amount payable on the relevant Interest Payment Date, March 15, 1993 will be Italian lire 203,224 per Italian lire 5,000,000 Note and Italian lire 4,064,483 per Italian lire 100,000,000 Note.

The Agent Bank  
**Kreditbank**  
Luxembourg

### THE OLYMPIC CONTENDERS: MANCHESTER

The FT proposes to publish this survey  
During May 1993.  
The FT will also simultaneously publish the five centres: London, Barcelona, Frankfurt, New York and Tokyo and is circulated in 140 countries.

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Alexandra Buildings,  
Queen Street,  
Manchester M2 5LP.

FT SURVEYS



## COMPANY NEWS: UK

## Improved efficiency gives boost to regional electricity companies

## Midlands shows 24% advance

By David Lascelles,  
Resources Editor

SHARP COST reductions helped Midlands Electricity raise pre-tax profits by 24 per cent to £23.4m for the half year to September 30, in line with expectations.

The outcome was achieved on turnover up by almost 24m to £981m. The West Midlands-based utility is raising its interim dividend to 6.5p, against 5.5p last time. This is expected to be about one third of the year-end total (17.35p).

Mr Bryan Townsend, chairman and chief executive, said the strong financial performance had been achieved while reducing tariffs, increasing investment in the electricity distribution network, and continuing to improve customer service.

The interim result reflected the seasonal nature of Midlands' business, with the first half producing a weaker result than the second.

In the core electricity business, distribution activities earned an operating profit of £61.2m, up slightly from £60.2m in last year's first half.

The supply business lost £23.7m - an improvement on last year's interim loss of £23.1m, which became a profit of £3m in the full year result.

The retailing and contracting businesses were both in the black, with a combined operating profit of £2.4m.



Bryan Townsend: tariffs were reduced and customer service continued to improve

Mr Richard Young, managing director, said cost reductions played a big role in the result. The company has cut its payroll by 500 in the past two years, and overall costs were down 4 per cent.

Mr Peter Chapman, finance director, said gearing had been reduced to virtually zero, with a resulting fall in interest charges. He expected to repay remaining government debt early next year.

Midlands' policy would be to pay dividends on the back of solid earnings growth which matched that of other regional electricity companies, Mr Chapman said, although he declined to state specific numbers.

Earnings per share were up 20 per cent on last time at 11.3p.

## COMMENT

The combination of solid earnings gain and further strengthening of the balance sheet confirmed Midlands' place as one of the better favoured regional electricity companies. Key points in the result are further gains on the cost reduction front and continued fall in gearing. True to its conservative style, the company refused to be drawn into specific dividend forecasts yesterday, and the payout was slightly below expectations, which may have accounted for the 2p shed by the share price. However, the result gives only a partial indication of the full-year outcome because of the heavy weighting of the second half. Although the electricity supply business repeated its heavy first-half loss, it was less than last year's and points to a profit in double figures for the full year. The shares show a prospective yield of 5.6 per cent, putting them at the low end of the rec range.

## Wage cuts as Archer dives to £938,000

By Richard Lapper

AJ ARCHER, the Lloyd's agency, is to cut senior staff salaries by at least 10 per cent as part of a vigorous programme of cost reduction.

"There has got to be rationalisation," said Mr Richard Maylam, chairman. Reductions in staffing - which has risen to more than 200 following the takeover of Kellott agencies - were not ruled out.

Details of the moves emerged yesterday as Archer announced a sharp fall in pre-tax profits to £938,000 (£2.12m) for the year to September 30.

Earnings fell to 3.1p (8.7p) and although the dividend is maintained at 4.4p with a final of 2.2p, Mr Maylam warned that shareholders could expect a reduced payout next year.

Archer announced cutbacks earlier this year but is now preparing more radical surgery in the wake of one of the most difficult years at the insurance market.

Record 1989 losses of £2.06bn, which Lloyd's reported in June in line with its three-year accounting policy, have depressed profit commissions paid by Names to agents across the market.

At Archer, profit commissions fell from £2.11m to £718,000 and with further losses from the 1990 and 1991 years in store, the immediate outlook is gloomy.

Operating expenses rose to £2.63m (£2.41m), the increase attributed to some £200,000 in costs arising from takeover negotiations between Archer and Cuthbert Heath, a rival agency. The talks were called off earlier this week after the two companies failed to agree terms.

Mr Chris Burton, a director, said "the impact of the cuts would be immediate and permanent", although precise details were still being worked out.

## Interest cut helps Sweb to 17% rise

By Angus Foster

SOUTH WESTERN Electricity, the regional supplier from Bristol to Land's End, yesterday reported steady growth from electricity distribution, but disappointing results from Sweb Retail, its High Street domestic appliance division.

Pre-tax profits increased 17 per cent, from £13.6m to £15.9m, in the six months to September 30, helped by a lower interest charge on reduced net borrowings.

Mr John Seed, yesterday promoted from managing director to chief executive, said electricity sales fell on average 1 per cent due to recession. But the company continued to improve efficiency levels and remains

on course to easily achieve its three year target to cut costs 10 per cent by the end of next year.

Turnover increased 5.2 per cent to £381.4m helped by average price increases of 3 per cent, with a 1 percentage point discount for customers switching to standing orders.

Operating profit from electricity distribution was little changed at £35.4m (£35.6m) despite a 6 per cent increase in sales to £107.5m.

Electricity supply, where profits are strongly skewed towards the second half, incurred losses of £12.9m (£16.7m).

Sweb Retail increased sales 31 per cent to £32.8m upon inte-

gration of the outlets of its joint venture partner, South Wales Electricity. But the division reported a loss of £2.6m (£200,000), due to recession and bad debt provisions of £1.2m.

Net borrowings were reduced to £24m (£39.7m), gearing fell from 25 per cent to 19 per cent and interest charges were £1.6m lower at £5.5m. Tax took £3.5m (£3.2m).

Earnings per share were 19 per cent higher at 10.1p (8.5p). The interim dividend is raised by 12 per cent from 5.25p to 5.9p.

## COMMENT

Although the weather will still play its part, these figures suggest another strong year for

South Western. Combined operating profits from distribution and supply increased 20 per cent, despite flat sales, as improved efficiencies flowed through. The rise in the dividend, while in line with other recs, looks confident. Longer term, the company must hope its efficiencies, customer service improvements and "under-recovery" of price increases will stand it in good stead upon regulatory review in 1995.

On the downside, the company remains more highly geared than many in the sector, and cash resources are weaker. Full year forecasts of 87m put the shares on a prospective yield of 5.9 per cent, characteristically towards the low end of the recs' yield range.

Costain Finance N.V.  
(Incorporated in the Netherlands Antilles with limited liability)  
Notice of Meeting  
of the holders of  
7½ per cent. Guaranteed Redeemable Convertible  
Preference Shares 2003  
(the "Preference Shares")  
of Costain Finance N.V.  
(the "Company")

NOTICE IS HEREBY GIVEN that a Meeting of the holders of the 7½ per cent. Guaranteed Redeemable Convertible Preference Shares 2003 of the Company will be held at 111 Westminster Bridge Road, London SE1 7UE on the 21st day of December, 1992 at 10.00 a.m. for the purposes of considering and, if thought fit, passing the following Resolution which will be proposed as an Extraordinary Resolution in accordance with the provisions of the Articles of Association of the Company:-

## EXTRAORDINARY RESOLUTION

(1) The sale of the whole of the issued share capital of Richard Costain (Holdings) Limited on the terms and conditions contained in the agreement dated 8th November, 1992 between Costain Group PLC (1) and Redcliffe Investments Limited (2) (as the same may be amended from time to time), details of which are set out in the circular dated 5th December, 1992 distributed to, and signed by, the ordinary shareholders of Costain Group PLC in a copy of which was produced to the meeting marked "A" and signed for the purposes of identification only by the chairman of the meeting, and to be hereby approved and the Terms of Issue of the Preference Shares (as such Terms of Issue are contained in the Articles of Association of the Company and a resolution of the Board of Management of the Company dated 1st August, 1992) be and are hereby varied by inserting the additional words "or a sale, transfer or other disposal" immediately after the words "or other similar arrangement" in sub-paragraph (i) of paragraph 7 of the Articles.

(2) The Terms of Issue of the Preference Shares (as such Terms of Issue are contained in the Articles of Association of the Company and a resolution of the Board of Management of the Company dated 1st August, 1992) be and are hereby varied by inserting the additional words "or a sale, transfer or other disposal" immediately after the words "or other similar arrangement" in sub-paragraph (i) of paragraph 7 of the Articles.

(3) The Terms of Issue of the Preference Shares (as such Terms of Issue are contained in the Articles of Association of the Company and a resolution of the Board of Management of the Company dated 1st August, 1992) be and are hereby varied by inserting the additional words "or a sale, transfer or other disposal" immediately after the words "or other similar arrangement" in sub-paragraph (i) of paragraph 7 of the Articles.

(4) The Terms of Issue of the Preference Shares (as such Terms of Issue are contained in the Articles of Association of the Company and a resolution of the Board of Management of the Company dated 1st August, 1992) be and are hereby varied by inserting the additional words "or a sale, transfer or other disposal" immediately after the words "or other similar arrangement" in sub-paragraph (i) of paragraph 7 of the Articles.

(5) The Terms of Issue of the Preference Shares (as such Terms of Issue are contained in the Articles of Association of the Company and a resolution of the Board of Management of the Company dated 1st August, 1992) be and are hereby varied by inserting the additional words "or a sale, transfer or other disposal" immediately after the words "or other similar arrangement" in sub-paragraph (i) of paragraph 7 of the Articles.

(6) The Terms of Issue of the Preference Shares (as such Terms of Issue are contained in the Articles of Association of the Company and a resolution of the Board of Management of the Company dated 1st August, 1992) be and are hereby varied by inserting the additional words "or a sale, transfer or other disposal" immediately after the words "or other similar arrangement" in sub-paragraph (i) of paragraph 7 of the Articles.

(7) The Terms of Issue of the Preference Shares (as such Terms of Issue are contained in the Articles of Association of the Company and a resolution of the Board of Management of the Company dated 1st August, 1992) be and are hereby varied by inserting the additional words "or a sale, transfer or other disposal" immediately after the words "or other similar arrangement" in sub-paragraph (i) of paragraph 7 of the Articles.

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(11) The Terms of Issue of the Preference Shares (as such Terms of Issue are contained in the Articles of Association of the Company and a resolution of the Board of Management of the Company dated 1st August, 1992) be and are hereby varied by inserting the additional words "or a sale, transfer or other disposal" immediately after the words "or other similar arrangement" in sub-paragraph (i) of paragraph 7 of the Articles.

(12) The Terms of Issue of the Preference Shares (as such Terms of Issue are contained in the Articles of Association of the Company and a resolution of the Board of Management of the Company dated 1st August, 1992) be and are hereby varied by inserting the additional words "or a sale, transfer or other disposal" immediately after the words "or other similar arrangement" in sub-paragraph (i) of paragraph 7 of the Articles.

(13) The Terms of Issue of the Preference Shares (as such Terms of Issue are contained in the Articles of Association of the Company and a resolution of the Board of Management of the Company dated 1st August, 1992) be and are hereby varied by inserting the additional words "or a sale, transfer or other disposal" immediately after the words "or other similar arrangement" in sub-paragraph (i) of paragraph 7 of the Articles.

(14) The Terms of Issue of the Preference Shares (as such Terms of Issue are contained in the Articles of Association of the Company and a resolution of the Board of Management of the Company dated 1st August, 1992) be and are hereby varied by inserting the additional words "or a sale, transfer or other disposal" immediately after the words "or other similar arrangement" in sub-paragraph (i) of paragraph 7 of the Articles.

(15) The Terms of Issue of the Preference Shares (as such Terms of Issue are contained in the Articles of Association of the Company and a resolution of the Board of Management of the Company dated 1st August, 1992) be and are hereby varied by inserting the additional words "or a sale, transfer or other disposal" immediately after the words "or other similar arrangement" in sub-paragraph (i) of paragraph 7 of the Articles.

(16) The Terms of Issue of the Preference Shares (as such Terms of Issue are contained in the Articles of Association of the Company and a resolution of the Board of Management of the Company dated 1st August, 1992) be and are hereby varied by inserting the additional words "or a sale, transfer or other disposal" immediately after the words "or other similar arrangement" in sub-paragraph (i) of paragraph 7 of the Articles.

(17) The Terms of Issue of the Preference Shares (as such Terms of Issue are contained in the Articles of Association of the Company and a resolution of the Board of Management of the Company dated 1st August, 1992) be and are hereby varied by inserting the additional words "or a sale, transfer or other disposal" immediately after the words "or other similar arrangement" in sub-paragraph (i) of paragraph 7 of the Articles.

## API swings back into the black with £3.85m

By Peter Pearce

API GROUP, the packaging concern, swung back from losses to pre-tax profits of £3.85m on turnover flat at £62m in the year to October 3.

Last time's losses of £470,000 were restated from profits of £703,000 because defence costs against the failed takeover offer from NMC, a rival packager, previously debited as extraordinary costs, have been taken above the line as exceptional.

Gross profit margins improved from 23.5 to 26.3 per cent, a rise of 11 per cent.

A proposed final dividend of 4.5p lifts the full-year payout to 11 per cent to 7.5p, which was forecast at the time of the NMC bid. It is payable from earnings of 12.8p (restated losses 2.4p).

"The first time in three years we've had such cover", according to Mr Dennis Holt, finance director.

Mr Moger Woolley, chairman since February, said the profits turnaround was due to operating profits up £2.01m at £2.71m, interest charges down at £179,000 (£227,000) and a swing in exceptional costs from a debit of £1.74m to a credit of £321,000.

In the image enhancement division, operating profits more than doubled to £2.52m (£1.11m), while profits from converted film and paper products grew to £2.03m (£1.1m).

The only fly in the ointment was the heating and ventilating systems division which was affected by the weak property market. Profits fell to £230,000 (£499,000).

## TVS takes another step nearer US ownership

By Raymond Snoddy

THE SALE of TVS to International Family Entertainment took another step forward yesterday.

On a show of hands, shareholders of the company, which loses its ITV franchise at the end of this month, passed a resolution to change the company's articles of association which blocked anyone holding more than 10 per cent of the voting rights. The IFE offer is

worth about £43m in shares with a cash alternative of some £36m.

However, many preference shareholders are unhappy about the sale and believe the opposition among preference shareholders might be strong enough to block the deal.

Mr Julian Treger, of Restructuring Advisers, who speaks for a number of unhappy preference shareholders called yesterday for further negotiations.

## Dunkeld takes the plunge into financial restructure

DUNKELD GROUP, the small shirt manufacturer that has mustered the support of the Northern Ireland Industrial Development Board and the Bank of England in its struggle for survival, yesterday announced a further restructuring and two acquisitions, writes Richard Gourlay.

The Northern Ireland and London-based Dunkeld has convinced its bankers, Hill Samuel, to convert £5.9m of debt into equity.

Bank of Ireland Corporate Finance, Dunkeld's advisers, is also raising £1.7m in a share placing which will be at a price equivalent to 35p after a share consolidation.

The reorganisation means that one year after Dunkeld nearly slipped into bankruptcy, the £8.1m deficit on revenue reserves before yesterday's deal is to be eliminated allowing the company to resume paying a dividend.

In parallel with the reorganisation of the balance sheet, Dunkeld is beefing up its

operations. The group is paying £10.5m, mostly in cash, to Celastion Industries for its Six ladies swimwear business.

The company is also buying Tern Consultancy, a private company that designs and supplies branded shirts and is under license to Dunkeld. Tern belongs to Mr Richard Lawson, a Dunkeld director, who is taking mostly shares in consideration for his interests.

The IDB, which supports employment creation in the province, is also converting £576,000 of preference shares into new equity, taking the stake to 4.2 per cent.

Dunkeld, formerly Aitch and before that Munton Group, also forecast pre-tax profits of not less than £225,000 for the year to November 30 and not less than £2.4m after extraordinary items.

Following the capital reorganisation Dunkeld will have a market capitalisation of over £10.6m. Dunkeld's debt will fall from £13.1m to £5.7m.

## British Land improves 12% and sees sound outcome

By Vanessa Houlster,  
Property Correspondent

BRITISH LAND, the property company chaired by Mr John Ritblat, yesterday announced an 12 per cent rise in pre-tax profits from £10.2m to £11.4m for the six months to September 30.

Mr Ritblat, one of the most prominent investors in the property market over the past two years, said he was confident about the market. "I have not altered the view expressed in June that the direct property market has now seen the worst of the recession."

The results reflected the emergence of some long-term

benefits from the company's active buying programme during the downturn, he said. He expected a sound outcome for the current financial year. "Unless buffeted by accidents, financial or political, we remain well placed."

The results, in line with expectations, together with a greater-than-expected dividend increase, sent the shares up 4p to 174p.

Since the last year end, British Land has bought £78m of property although Mr Ritblat said that an improvement in property yields had reduced the flow of suitable investments properties.

The acquisitions included

the outstanding interest of offices at Finsbury Avenue in the City of London, Teesside Retail Park in Chester, in addition, the company spent £18m on updating its portfolio.

Net rents were 17 per cent higher at £54.4m (£46.6m) while the interest bill was £45.9m (£38.5m), excluding £1m (£800,000) of capitalised interest. The portfolio's yields remained at 2.5 per cent, excluding two development properties.

Earnings per share were 3.8p (3.6p), up 5.6 per cent. The interim dividend is increased by 10 per cent from 2.07p to 2.28p.

## US buy helps Whessoe to £8.3m

By Peggy Hollinger

WHESSEO, the acquisitive engineering and pipework group, yesterday announced a 13 per cent increase in annual pre-tax profits to £8.3m, largely due to the acquisition of a US company at the beginning of the year.

Mr Chris Fleetwood, chief executive, said the firm purchased in January of Varec, a manufacturer of tank gauges and vapour control products, had been a "reasonably significant" feature of the improved performance.

Group sales rose by 38 per cent to £79.7m for the 12 months to September 30.

The final dividend is increased by 0.2p to 2.2p, for a total of 8p (7.2p). Earnings per share at 26.5p were 8 per cent ahead, in spite of the 28m rights issue to fund the Varec purchase.

The instrumentation division, of which Varec forms a part, improved operating profits by 46 per cent to £2.7m. Mr Fleetwood said Whessoe Varec had performed to expectations.

In the year to September 30 1991 Varec had produced profit before tax and interest of £1.2m.

Piping systems improved profits from £3.8m to £5.1m. This was partly due to the

inclusion for a full 12 months of Conner, acquired in 1991, and also to increased business from the gas-powered energy stations being built in the UK.

The group's project engineering division suffered an 11 per cent decline to £480,000. Mr Fleetwood said Whessoe aimed to sell or close this business.

Contract, and their accompanying risk, had become too large for a company the size of Whessoe, he said.

A provision of £600,000, which was expected to cover the costs of selling or closing the division, had been taken below the line.

## Recession blamed for ERF loss

By John Griffiths

THIS YEAR'S deep recession in the UK commercial vehicle market, the most severe since the second world war, was awarded much of the blame by ERF (Holdings) for its descent into a pre-tax interim loss of £2.73m, compared with a profit of £330,000.

Described as "disappointing" by Mr Peter Foden, chairman of what is now the UK's last quoted independent heavy truck maker, the result was, nevertheless, little worse than the market had been expecting. The shares closed down only 5p at 135p.

About one third of the loss was attributed to exceptional costs associated with developing a new product range, the

group's first sales expansion into Europe and further redundancies.

Severe trading conditions in the UK, with heavy discounting further eroding profit margins, was the main factor in a loss at the trading level of £1.77m after interest, compared with a profit of £612,000. Weakness in some overseas markets outside Europe also took part of the blame.

Some analysts last night expressed mild reservations about ERF's seeming determination not to slow the pace of any of its market expansion or product programmes. Mr Foden said yesterday these would result in further exceptional costs of about £1m in the second half of the year.

But he pointed to the first

signs of recovery in the UK truck market and a relatively mild deterioration in ERF's gearing, as justification for the company staying on its present course. Currently, gearing was 26.7 per cent.

There is no interim dividend, compared with 2p, and Mr Foden said payment of a final would depend on second-half trading performance.

The results were achieved on turnover of £54.64m (£53.42m).

Pre-production costs of the new truck range, to be launched next year, accounted for £450,000 of the exceptional costs, including interest. The setting up of a distribution infrastructure in continental Europe accounted for a further £343,000. Redundancy costs totalled £182,000.

## Scottish Equitable German link

By James Burton, Scottish  
Correspondent

SCOTTISH EQUITABLE is creating a joint subsidiary with Württembergische, the large German composite insurer, through which it hopes to make inroads into that country's pensions and life assurance markets.

It is forming ARA (Allgemeine Rentenanstalt) in a joint venture with Württembergische Lebensversicherung, the life assurance arm of the Stuttgart-based quoted group.

The German company will own 51 per cent of ARA, with Scottish Equitable holding the remainder.

It is expected to begin operations in the second half of next year.

The creation of ARA is the culmination of two years of negotiation between Scottish Equitable and Württembergische.

The German life assurance market is being opened up to foreign companies thanks to Germany's acceptance of European Community directives, as part of the EC single market.

The two companies believe there will be a growing market for private personal pensions as demographic factors make it harder for German companies to continue to support adequately their corporate pension schemes.

The German government is also seeking ways of reducing its state pension provision and is looking to the private sector to become more involved.

ARA, which hopes to obtain a licence from the German regulatory authorities next April, will distribute its products

through Württembergische's 1,800-strong network of tied agents.

Mr Paul Grace, Scottish Equitable's deputy chairman and managing director of the international division, said the venture took the Scottish company "one step nearer to marketing life insurance in Europe's largest and most exciting market."

Scottish Equitable, which is a mutual company, had £4.6m under management at the end of last year.

Its pension policies accounted for most of its new premium income growth in the last two years.

## DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Current dividend	Total for year	Total last year
API	4.45	Feb 12	4	7.5	6.75
Archer (Adj)	2.21	Feb 26	1.25	4.4	4.4
Booth Bros	0.7	Feb 12	0.7	-	3.2
British Land	2.28	Feb 26	2.28	12.3	8.38
Compass	8.11	Mar 20	7.55	12.3	11.4
Edridge Pope	1.94	Feb 5	1.76	3.25	2.54
Eve's	2.7	Mar 23	2.7	-	9.7
Five Arrows	2	Jan 27	2	-	11.7
Fuller Smith	2.4	Jan 21	2.25	-	6.71
GUS	13.75	Mar 29	12.75	-	40
Hammer Supply	0.5	Feb 12	1	-	2.5
HP	94	Feb 3	2.75	-	6.8
Johnson Firth	3	Feb 3	2	-	3
Lin Merchant Ship	0.8	Feb 6	0.8	-	3.3
Lynn	0.75	Mar 1	0.75	1	1.25
Midlands Elect	6.55	Mar 24	6.55	-	17.25
Moorgate Invest	1.7	Feb 3	1.7	-	5.5
Moorgate Small	1.8	Jan 29	1.8	-	4.125
Nove	0.3	Jan 22	0.3	-	11
Pitt Rivers	2.85	Feb 20	2.85	-	5
South West Elect	5.9	Mar 22	5.25	-	17.4
Townson Clear	2.4	Feb 18	-	-	10.9
W	8.3	Jan 29	3.3	-	10.9
Whessoe	6.8	Jan 29	6.2	81	7.2

Dividends shown pence per share net except where otherwise stated. 10p increased capital. £80M stock. £4.14m currency.

GLOBAL GOVERNMENT PLUS FUND LIMITED  
International Depositary Receipts  
Issued  
Morgan Guaranty Trust Company of New York

Global Government Plus Fund Limited announced today that a total of 328,292 common shares representing approximately 9.37% of its outstanding shares had been tendered pursuant to the offer dated November 9, 1992 and which expired on November 30, 1992 made by the Company to purchase up to 25% of its outstanding common shares. Subject to the terms and conditions of the offer, the purchase price payable for each common share tendered and accepted by the Company for payment will be the net asset value of the Company on December 18, 1992 divided by the total number of issued and outstanding common shares of the Company as of that date. Depositary: Morgan Guaranty Trust Company of New York. Principal Office:

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## Fierce price war takes toll on outcome at JFB

By Peggy Hollinger

**FIERCE PRICE** competition contributed to depressed profits at Johnson & Firth Brown, the metals and engineering group. Pre-tax profits for the year to September 30 declined 19 per cent from £2.87m to £2.35m.

It also announced the appointment of a new non-executive chairman, Mr Martin Llowarch, former chief executive of British Steel. He was named deputy chairman in June and will replace 65-year-old Mr John Clay, who retires at the annual meeting.

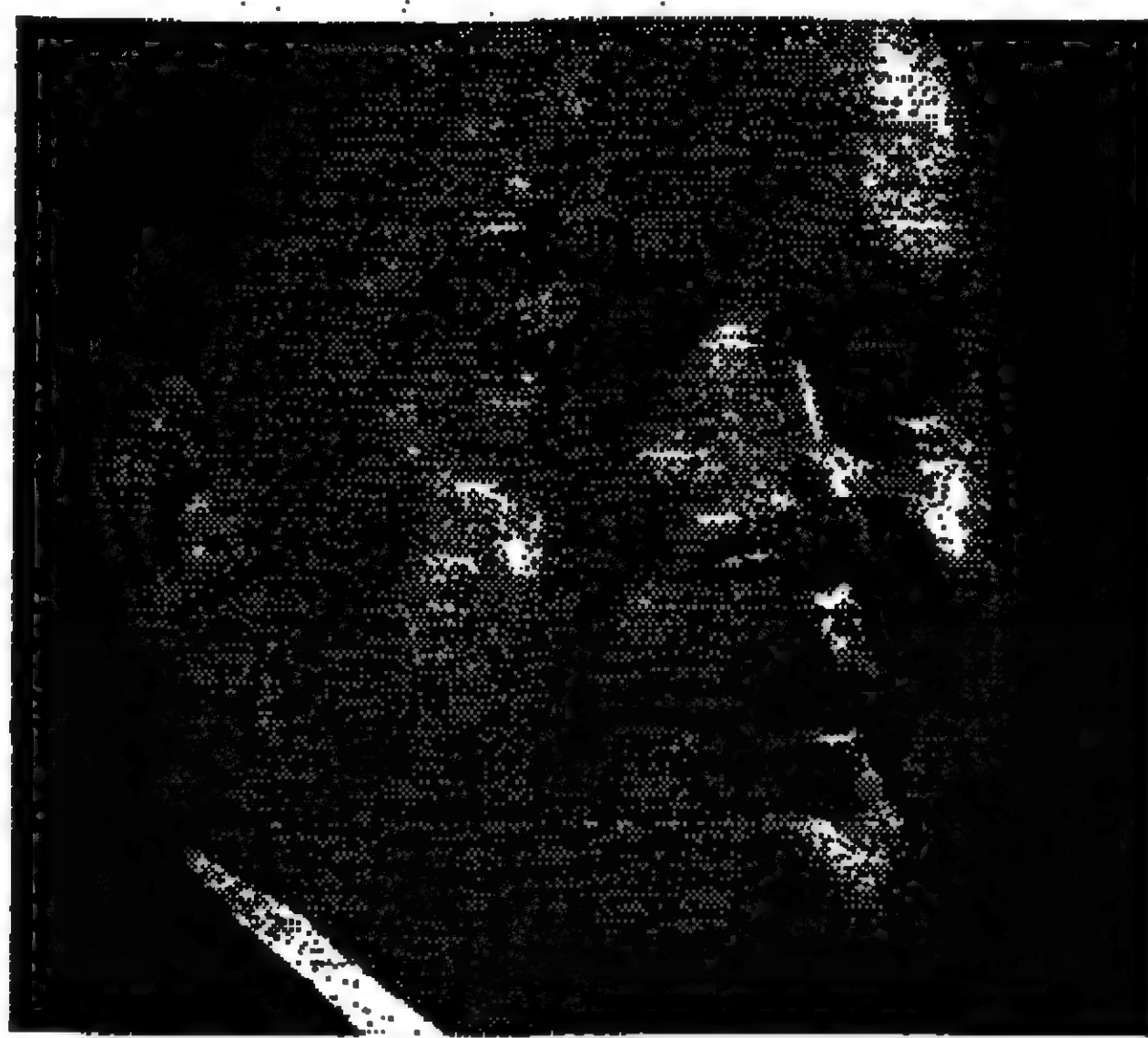
During the year the group experienced "unprecedented pressure on margins", competition was especially severe from Germany. In the current year, the devaluation of sterling was expected to help JFB "fight against some fairly frightening price cuts," said Mr Llowarch.

JFB was also taking steps to cut costs, including more than a 5 per cent reduction in the workforce. The group had taken a £750,000 exceptional charge in 1991 to cover the costs of rationalisation.

The final dividend is maintained at 2p for a total of 3p. Mr George Hardie, joint managing director, said this was an indication that JFB did not think things "will get worse".

Earnings per share fell from 4.7p to 3.3p.

Two acquisitions - for a total of £2.5m - helped JFB increase sales by 4 per cent to £124.2m. The companies contributed £5.9m in sales and



Martin Llowarch: help from the devaluation of sterling

£546,000 to operating profits. Mr Hardie said sales from continuing businesses had actually fallen by 9 per cent.

The sharp decline was in Firth Rixson, which supplies rolled rings for engines to the depressed aerospace industry, as well as other sectors. Operating profits tumbled from £4.2m to £1.8m, on sales 8 per cent lower at £58.3m.

Mr David Hall, joint managing director, stressed that business was not expected to fall further, in spite of a hard-pressed aerospace industry.

Aerospace formed just 23 per cent of JFB's overall sales, he said, with Firth Rixson increasingly concentrating on opportunities in power generation. He also said the group was in talks on the acquisition of a US company which would broaden JFB's product range.

The castings division saw a 9 per cent decline in on-going sales, and a 7.5 per cent fall in profits to £288,000. It benefited from an increase in exports.

Light engineering, which manufactures products such as cables and machinery, virtually maintained profits at £4.4m (£4.5m) on sales 12 per cent higher at £49.4m. The increase came from the inclusion for a full 12 months of Cobden Chadwick, the printing press manufacturer, acquired for £3.8m in November 1990.

Dividend income rose to £44.4m (£42.5m) while net profit from disposals and flotations of portfolio companies was £2.1m (£1.9m).

Pre-tax revenues fell from £28.1m to £21.9m, partly because £3.4m was charged to reorganisation costs. The action is expected to produce annual cost savings of £5m from next year. Net provisions rose to £46.9m (£42.5m).

Gross investment levels in the half-year fell to £200m. This compared with £253m in the preceding six months and a further decline is expected in the current period.

There was not any sign of a desire on the part of JFB's portfolio companies to make significant investments in assets, Mr Llowarch said.

The group's flotation, originally planned for early 1992, was last month delayed further because of the recession. The board has postponed even taking a decision on the flotation until next year, prompting speculation in the venture capital industry that it may not now proceed.

Lynx Holdings staged a recovery in the second half, turning round from a midway loss to finish the year to September 30 with a pre-tax profit of £115,000, compared with a restated £224,000.

Following the cut in the interim dividend, the final is held at 0.75p for a total of 1p (1.25p). Earnings per share were 1.34p (1.86p). Turnover surged to £7.44m (£6.06m).

Interest charges were cut from £405,000 to £259,000. The comparable period included Centrepiece Engineering, sold in March, and Hayward Engineering (Leicester) which was closed a year ago.

Turnover was lower at £15.9m, against £16.9m. There were nil earnings per share after the preference dividends took all the attributable profit of £138,000.

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## Investment write-down takes shine off 3i

By Charles Batchelor

**THE RECESSION** and a sizeable write-down of an investment in the UK's largest management buy-out took the shine off the half-year figures of 3i, Britain's largest venture capital group.

Net assets fell by 6.4 per cent to £1.19bn in the six months ended September 30. This compared with a 2.9 per cent rise in the FT-A All-Share Index and an 8.2 per cent decline in the House of Commons.

Net assets per share fell from 538p to 503p. The interim dividend is maintained at 3.5p. The total last year was 10.5p.

The fall in net asset value was due to the decision to write down 3i's £28m mezzanine capital investment in 1990s, the parent of the Gateway supermarkets group, which staged a 2.37bn buy-out in 1989. 3i has already written off the value of its equity holding.

Asset value was also affected adversely by the fall in the French stock market and a 3 per cent decline in the value of its UK equity portfolio. 3i has equity investments, mostly in unquoted companies, worth £1.9bn in France.

The easing of the company's internal valuation rules earlier this year did not have a material impact on the figures, Mr Brian Lacombe, finance director, said.

Dividend income rose to £44.4m (£42.5m) while net profit from disposals and flotations of portfolio companies was £2.1m (£1.9m).

Pre-tax revenues fell from £28.1m to £21.9m, partly because £3.4m was charged to reorganisation costs. The action is expected to produce annual cost savings of £5m from next year. Net provisions rose to £46.9m (£42.5m).

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## Three drinks companies report varying levels of profits growth

By Philip Rawstone

**TAUNTON CIDER**, floated on the Stock Exchange in July, reported a 32 per cent increase in first half pre-tax profits, from £7.5m to £9.9m.

Strong gains in a buoyant market by its premium cider brands lifted operating profits 17 per cent to £10.2m.

Earnings per share rose from 4.7p to 6.1p; and a first interim dividend of 2.4p is declared.

Proceeds from the flotation reduced borrowings from £10.4m to £1.1m, and interest charges fell by £2.6m to £2.3m, contributing to actual pre-tax profits of £8m (£3.7m).

In contrast to the falling demand in other drinks sectors, the UK cider market increased volume sales by 7 per cent in the year to September.

Fuller Smith & Turner, the USM-quoted brewer, yesterday said that its profits had been "severely affected by the ongoing recession".

On turnover ahead 7 per cent to £40.9m, pre-tax profits for the six months to September 30 improved just 4 per cent, from £2.61m to £2.78m.

Once again, a strong performance in the free trade - draught ale volume increased by 39 per cent - was offset by reduced sales in its own estate and lower profits from the hotels and wine sales.

Overall beer volumes increased by 8 per cent representing a "significant increase in market share" according to Mr Anthony Fuller, chairman.

Of the company's three cash-conditioned ales, London Pride increased volumes by 23 per cent, while Chiswick Bitter rose 12 per cent and the premium ESB by 6.5 per cent.

Exports jumped 38 per cent with the US proving particularly successful.

The Chiswick brewery was currently operating at record levels. Mr Michael Turner, managing director, said the installation of new mash tuns, due to be completed next summer, would increase capacity to 160,000 barrels a year.

The hotels operation suffered from increased competition in the Heathrow area which depressed the average room rate. Profits in the expanding wine side dipped 13 per cent.

Earnings declined to 10.13p (11.62p) reflecting the return to a normal tax charge after a one-off credit last time. The interim dividend is 2.4p (2.25p).

Operating profit rose 12 per cent to £3.49m (£3.11m) on turnover ahead 3 per cent to £43.1m (£42.2m).

Sales of cask ale rose 6.8 per cent, helped by a 10.4 per cent increase in volumes of the premium Thomas Hardy bitter brand. Wine sales improved 6.6 per cent. Pub retailing profits increased by £400,000, with food sales ahead by 9 per cent.

Exceptional items included a £1.1m profit on sales of capital assets, partially offset by a provision of £400,000 against future restructuring costs. Costs last year were £481,000. In the previous year there was an extraordinary charge of £150,000.

Net interest charges fell 6.4 per cent to £2.18m (£2.35m). A write-down of £3.4m in the value of the company's properties was charged to revaluation reserve.

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industry advertising with expenditure of £7m this year - outperformed the market to increase its share to nearly 34 per cent.

Diamond White volumes grew 17 per cent and Brody, launched in May, sold 1m bottles in its first six weeks.

In the draught sector, Dry Blackthorn recovered with a volume gain of 3 per cent, and Red Rock expanded distribution from 3,000 to 7,000 pubs.

Four new brands have been launched into test markets. A good apple harvest this year has enabled Taunton to buy juice "at favourable prices", said Mr Peter Adams, chief executive.

"Though market growth has slowed, premium brands are increasing share, and we are well placed to continue to grow both sales and profits," he added.

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Operating profit







## SCOTLAND

Friday December 11 1992

In the distribution of EC funds, Scotland faces its own European tests: Page 3

Industry is healthier than for generations — but not much is Scots-owned: Page 2

Scotland's increase in prosperity was achieved without the boom-and-bust of the south of England, but recession has now caught up with the economy. As the European summit opens in Edinburgh, James Buxton reports

## Determined difference

IF THE heads of government and their acolytes, sitting down at Holyrood Palace in Edinburgh this morning for the European summit, feel that their environment is unfamiliar, that is as it should be.

They are in the United Kingdom but they are not in England; for the first time ever, an international summit of this kind is being held in Scotland.

Scotland, as the Queen remarked in last summer's television programme about her, is different. Its people have different accents, habits and attitudes; and they have some of their own specifically Scottish institutions.

It has its own legal system and judiciary. Its education system is different from that of England and Wales, and Scotland also has its own, Presbyterian, church. Much of the business of government in Scotland is handled by the Scottish Office in Edinburgh, which in the past 10 years has taken on more responsibility from Westminster.

Visitors from the continent will find it one of the more pro-EC parts of the UK. Compared with people in the south-east of England, more Scots either believe the Maastricht treaty is a good thing in itself or accept that it needs to go ahead to ensure that the benefits of the single market do not evaporate.

The idea of European nationalism does not worry a people who already have a kind of dual nationality, being both Scottish and British.

When Mr John Major, the prime minister, told a surprised Scottish Conservative party conference in 1991 that this European Council would be held in Edinburgh, he said he wanted to counter the sense of alienation which he believed outlying parts of Britain felt towards government from Westminster.

He also wanted to demonstrate the meaning of the union of the United Kingdom, under which England and Scotland submerged their sovereignties in 1707 and merged their parliaments while retaining their separate identities. (That is one reason why Scotland does not, as one might have expected of a European region, have its own parliament or assembly). Through

the Edinburgh summit, Mr Major hoped Scotland would participate in the enactment of British foreign policy.

In 1991 the sense of alienation to which Mr Major referred was particularly strong. Most Scots were fed up with rule by the Conservative party — less than a quarter of them had voted for it in the 1987 general election. Their economy had done less well than England's, and they had been alienated by the policies and personality of Mr Major's predecessor, now Lady Thatcher.

Opinion polls showed that 80 per cent of Scots wanted constitutional change: some 45 per cent said they wanted a separate Scottish parliament and 35 per cent wanted complete independence. Last January the proportion of those saying they preferred independence surged briefly to 50 per cent.

In Scotland the 1992 general election was partly a battle over those different prescriptions for Scotland's future, with Labour and the Liberal Democrats offering a Scottish parliament, the Scottish National party touting independence and the Conservatives upholding the status quo.

Yet it was Mr Major and the Tories, rather than Labour and the Liberals, who made the Scottish parliament an election issue — by warning of its dangers and urging voters across Britain to reject it. Labour, by contrast, kept quiet about the details of its constitutional plans, apparently for fear of worrying English and even some Scottish voters.

The election ended in defeat for the backers of constitutional change. Not only did Labour lose the election nationally but both Labour and the Liberal Democrats, proponents of a devolved Scottish parliament, saw their shares of the Scottish vote fall. The SNP increased its vote by seven points but that did not give it the breakthrough it expected: it lost two seats.

Only the Scottish Tories, who almost everyone — including many of their own number — had expected to be almost wiped out, were able to claim any sort of victory; they stood alone in both increasing their vote (marginally) and winning seats (two).

The general election outcome



Stands Scotland where it did? All the EC heads of government will drive through the gates of Holyrood Palace in Edinburgh this morning

did not show that demand for constitutional change in Scotland was dead — though some Tories have since ventured the thought that Scotland might be entering a "post-devolution era." Rather it demonstrated, like other devolution campaigns for over a century, that not enough Scots want constitutional change badly enough to give it such a high priority that they will sink their differences to get it.

It was a reminder that there is residual support in Scotland for unionism. Since the election, Labour and the Liberal Democrats have played down talk of constitutional change.

But a little group of protesters who, immediately after the election, started a vigil outside the building where a Scot-

tish parliament would meet are still there. They say they will remain until a Scottish parliament is convened.

The constitutional issue will be raised outside the Holyrood summit, with Labour and the SNP fielding speakers to the Scotland Demands Democracy demonstration on Saturday. Mr Major will be asked to explain why, if the concept of subsidiarity should be applied to the UK, it cannot be applied to a nation within it.

Since April Mr Ian Lang, the Scottish Secretary, has been showing a more conciliatory approach to running Scotland. Lord Fraser of Carmyllie, his minister of state, said in July that if the union is not to lose support the government must choose policies which are not

only good for Scotland but acceptable to most Scots.

Thus, whereas in England and Wales the government is legislating to encourage many more schools to leave local authority control, nothing similar is proposed for Scotland.

But the government's attempt to be gentler with the Scots will be tested by its handling of two big planned reforms — reshaping local government from a two-tier into a single tier system, and bringing the private sector into the water and sewerage industry.

The very suggestion of privatising Scottish water has provoked strong opposition from almost everyone, including many Tories, so the government is touting (among other options) a complex trans-

ferring arrangement.

The reform of local government, removing the regional councils, will enable Scotland's four cities, Edinburgh, Glasgow, Aberdeen and Dundee, to become single tier authorities. But their powers will fall well short of those of the so-called city-states on the continent, because in the past few years local government has lost functions and had its financial autonomy curtailed.

The current mood in Scotland is dour, as the economy stagnates in a recession which, though less severe than that south of the border, still has plenty of victims.

But though Scots are accomplished practitioners of "girling" (grumbling), plenty of things in their country have



## KEY FACTS

	Scotland	UK
Area (sq km)	70,080	242,500
Population (000's, 1990)	5102.4	57,410.6
Pop. density (pop per sq km)	66	237
Pop. growth 1981-90	-1.5%	+1.9%
Age structure 1990		
under 15	18.8%	19.0%
above pension age	17.7%	18.3%
GDP (1990 £m)	38,738	477,747
GDP per head (1990 £)	7,582	8,201
Employment structure 1990		
Agriculture, forestry & fishing	2.3%	1.8%
Energy & water supply	5.1%	3.1%
Manufacturing	27.6%	28.8%
Construction	10.4%	7.6%
Distribution, hotels & catering	15.0%	17.3%
Transport & communication	8.9%	8.5%
Banking, Finance etc.	8.0%	11.3%
Public admin & other services	22.7%	20.6%
Unemployment Rate (Oct '92)	9.7%	10.1%
Education (1990)		
Pupil-teacher ratio-primary	19.5	22.0
Pupil-teacher ratio-secondary	12.2	15.2
16-year-olds staying in education	77.7	85.4

Source: CSO Regional Trends 1992

improved enormously in the past decade.

Scotland achieved a big increase in prosperity in the latter part of the 1980s, without the boom and the bust of the south of England. It shows in the great improvement to life in Glasgow, which used to be a city few people in Britain visited unless they had to.

The quality of life in Scotland's uncrowded other cities and towns and in its countryside is an asset which will become more precious as the British economy begins to grow again.

Yet, unlike in other parts of Britain, the Scottish population is in gentle decline; it dropped fractionally below the psychologically important 5m mark in the 1991 census. Somehow the decline seems to mirror the lack of dynamism in the Scottish economy.

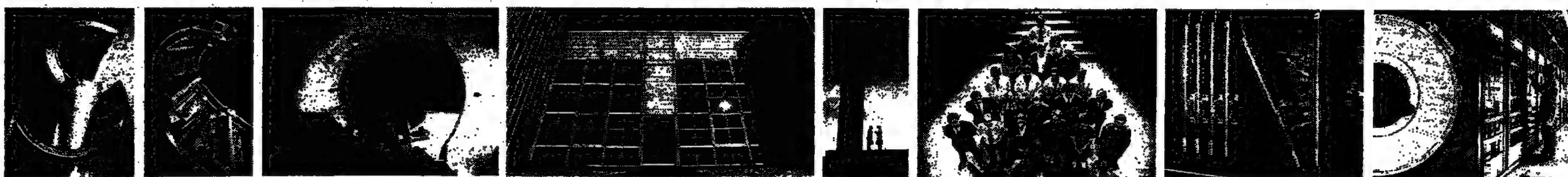
A recent study by Scottish Enterprise, the economic development body, revealed that Scotland has a lower rate of new company formation than

other parts of Britain, especially the south-east, not to mention Germany and parts of the US.

Alarmingly, some leading Scots, when interviewed, said they did not believe the creation of new companies was particularly important — some even thought that it was undesirable because it harmed existing ones by causing extra competition.

Many of the more enterprising Scots have moved — as they have been doing for centuries — to England, where a number of them run big companies and institutions. Scots also occupy five places in the cabinet — and Scotland also provides the leader of the opposition, Mr John Smith, and several of his shadow cabinet.

That could be seen as a success both for the union and for Scots' determination. But it also shows that in centralised Britain the big opportunities lie in London. Any step to redressing that imbalance would be good.



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Scottish Enterprise





## SCOTLAND 2

James Buxton finds a shortage of green shoots in the economy

## Caledonia grows stern and wild

MR CHARLES LOVE, the new chief executive of the Clydesdale Bank, was blunt about Scotland's short-term economic prospects when he presented the Glasgow-based bank's results last month. "There are no green shoots in Scotland," he said. A colleague added: "The recession has gone on too long for a lot of our customers in Scotland." But they did not foresee recovery in the Scottish economy until 1994.

The remarks are typical of the pessimism that has engulfed the Scottish economy in the last few months.

For the past two years, as much of the rest of the UK economy laboured in recession, Scotland remained immune from its worst effects. In the summer there was even an upturn in business confidence in the wake of the UK general election held in April.

In October, however, the Fraser of Allander Institute, Scotland's main economic research organisation, declared that the full effects of recession had finally reached Scotland.

People in Scotland did not like being told that they were suffering a much milder form of recession than people in the south. This was not just any penance they may have for gloom; it simply did not accord with their experience.

For the past two years the Scottish economy has been virtually stagnant, with few new business ventures, a stream of small and medium-sized businesses going into receivership, property developments being

stalled or abandoned, intense financial pressure on companies with large borrowings and a lack of new job opportunities, so that anyone with a job wanted to hang on to it.

Yet something remarkable has been happening in this recession in Scotland: it has not been as bad as in England.

In September the seasonally adjusted unemployment total for Scotland was 9.7 per cent, compared with a UK average of 10.1 per cent, putting Scotland on exactly the same level as the south-east of England and below Wales and the northern half of Britain. That, as Professor Gavin McCrone of Glasgow University pointed out recently, "is nevertheless much too high to be acceptable."

Something remarkable has happened: the recession has not been as bad as in England

But it is indicative of the changed way in which economic forces have been working in Britain.

Scotland and the north of England have done better in strictly relative terms because people in those parts of the UK never built up the enormous levels of personal debt which their counterparts in the south of England accumulated.

This may partly be because in Scotland house ownership is just over 50 per cent of the total housing stock; in England it is 69

per cent. So when interest rates went up from 1988 onwards, Scotland and the north of England suffered less.

Consumer spending continued fairly strongly, house prices went on rising (they have even advanced slightly this year while those in southern England have collapsed) and the Scottish economy grew faster than that of the UK as a whole in 1988, 1989 and 1990, while the contraction in Scotland in 1991 was less severe.

Scotland benefited in other ways. There has been an investment boom in the North Sea oil industry, which particularly helped Grampian and Highland regions. Scotland's main manufactured products - whisky, computers and heavy engineering equipment - are mostly exported, and until about a year ago their markets had been holding up well.

Yet the gloomy prognostications of the executives of the Clydesdale Bank seem convincing.

Commentators have for some time forecast that once interest rates came down, the south of Britain would benefit most - for the same reason that it suffered most when interest rates were high.

While Scotland hopes to keep its advantage over England, it is more realistic to trust that the economy of southern England gets going soon, and that it generates some demand for Scottish goods and services.

Export markets for many different kinds of Scottish goods are weakening, because of world recession. But perhaps more seri-

ously for Scotland's recovery is the fact that structural factors which formerly worked in Scotland's favour are now turning against it. Furthermore, there are black spots of economic decay caused by industrial closures.

The investment boom in the North Sea oil industry is running down, as shown by the fact that some of the yards which build platforms - one of the first stages in the process of developing production operations - are now staring at slender or empty order books, with one of them, McDermott's near Inverness, currently moving from employing 2,500 people in mid-summer to going onto a care and maintenance basis.

Offshore oil output is expected to decline in the next year or two, while pressure on margins is making oil operators cut costs, reducing offshore employment.

The Shetland Islands, where unemployment is about four per cent, will have to face the fact that the Sullom Voe oil terminal on which much of its prosperity is based could close by the end of the decade.

Scotland, it has been said, had a good Cold War, so it is now feeling the consequences of peace. Already the US navy submarine base at Holy Loch has closed, and four Scottish regiments are being amalgamated into two.

More serious still are the consequences for industry. The future of the naval dockyard at Rosyth on the Firth of Forth is in the balance as the government decides whether to close it towards the end of the



Whisky, one of Scotland's main manufactured products, is mostly exported. Photo: Tony Anderson

century and concentrate all naval refitting work at Devonport in south-west England, or to maintain two smaller dockyard operations.

Rosyth employs more than 4,000 people and is the biggest industrial site in Scotland, so its closure would have a devastating effect on the economy of Fife.

Yarrow, the GEC subsidiary which builds warships on the Clyde, currently has a good order book but is very dependent on UK government warship orders. GEC Ferranti in Edinburgh, which has almost halved its workforce from 6,700 in 1989 to about 4,000, is watching anxiously as governments decide the future of the

European fighter aircraft project, for which it would build the radar. But it has other defence work and recently won a civil contract for a communication system for the Channel Tunnel trains.

There have been some layoffs, but there have been no big redundancies in the electronics sector, which employs around 45,000 people. None the less, Scotland could be vulnerable, as International Business Machines and Compaq, two personal computer makers which have Scottish plants, fight out price wars.

In June British Steel's complex at Ravenscraig closed and most of the last 1,200 workers became redundant.

The death of most steelmaking in Lanarkshire is likely to mean that about 5,500 people in other employment in Lanarkshire will lose their jobs in the next four years - and that comes in addition to the 4,400 steelworkers who have left British Steel plants since 1990.

Yet it is possible to be optimistic about Lanarkshire. It is no longer the case that local energy is being devoted to preserving the steel industry - it is turning to creating new industries in a potentially attractive location at the very heart of Scotland's transport system, with a Channel Tunnel terminal planned and an enterprise zone being set up.

With the final closure of Ravenscraig another step has been taken towards a more balanced structure for the Scottish economy - the evolution of which, says Prof Peter Payne of Aberdeen University, has been "wholly beneficial".

Industry in Scotland, he writes, "is more healthy than it has been for generations." He adds, however, that "it is no longer Scottish industry" - "with many Scottish companies having lost their independence or, in the case of branch plants, never having had any."

## Stewart Dalby reviews the local government debate

## Mr Lang's open options

When Mr Ian Lang, the Scottish Secretary, introduced his second discussion document on local government in Scotland in October, he might have hoped that debate would centre on possible cost savings and on the new council map involved in moving towards a single tier of unitary authorities.

An earlier paper published in 1991 indicated that the Conservatives would move towards a single tier of local government if they won the general election. It implicitly ruled out the creation of a Scottish parliament.

The new document sets out in more detail the government's case for replacing the current two-tier structure of nine regional, three (single tier) island and 51 district councils.

But it has left its options open on the new council structure and put forward scenarios involving between 15 and 51 councils, with joint boards to provide services such as education and police, where administration by a large number of unitary authorities would be inefficient.

Mr Lang has since emphasised that he has reached no decision on the new local council map of Scotland. There was no masterplan ready to be dusted off, he said. He wanted widespread debate.

But - perhaps predictably - initial public reactions have been polarised.

Professor Alan Alexander, who is director of the Scottish Local Authorities Management

Centre at Strathclyde University, says:

"This document is politically driven. The aim is to break up Labour control of local government. In particular there is a wish to be rid of the great Labour fiefdoms of Strathclyde and Lothian."

"But the government might be out of luck. Research has shown that however you slice the cake the Conservatives would not pick up control of

Conservatives control none of the regional councils and only five of the districts. Many of the councils are hung

many councils. I think there is a strong argument for unitary authorities but it is not the one put forward in this discussion document." Prof Alexander admits he is a Labour supporter.

At the moment the Conservatives control none of the regional councils and only five of the districts. Many of the councils are hung

Mr Mark Lazarowicz, the leader of the Labour group on Edinburgh district council, has similar views.

He says: "I do not know that it is politically driven because

it probably would result in few gains to the Conservatives. Certainly it is ministerially driven."

"Mr Lang needs something to do over the next few years and it is likely there will be a single tier of government."

"Our position is that a single tier makes sense only if there is a Scottish parliament. Labour party policy is for a Scottish parliament. If we cannot have a parliament we are happy with the way things are. We work very well with Lothian regional council and there is hardly any overlap of functions."

If Edinburgh were made a unitary authority, he asks, "How would you service the parts of Lothian which are sparsely populated? More important, how would you ensure the people of Lothian were adequately represented?"

The Convention of Scottish Local Authorities (Cosla) takes the view that a change in the current system is unwanted and unnecessary. Mr Bruce Black, the senior deputy secretary, says: "Few of our members welcome these proposals, although of course, when push comes to shove, some of the bigger district authorities might want to become unitary authorities."

"The current system works well. You need regional councils to handle strategic areas like water and roads. You need the economies of scale you can achieve. You also need the district councils, particularly in remote areas, to respond to local needs."

But when Mr David McLeitch, vice-president of the Scottish Conservative & Unionist Association, is asked to comment on Cosla's views, his reply is robust: "They would say that Cosla is dominated by the Labour party."

However, he adds: "It would be less than honest if we didn't acknowledge that part of the appeal of these proposals is the political case against the large Labour strongholds."

"But this should not obscure the cogent arguments in favour of reforming local government."

Stripped of the political overtones, the arguments, as set out in the discussion document, can be summarised as follows:

● Under the present system there is confusion about which tier is responsible for which functions;

● There is an overlapping of functions which results in waste - and bloated employment levels. Although regional councils have been in existence since 1975, many people

still think of themselves as living in the now-extinct counties.

● Streamlining local government would accord with the government's desire to move from councils providing most services themselves, to becoming "enabling" authorities which might contract out many functions to other bodies or the private sector.

● There would also be cost savings. A report by the

Prof Alexander has doubts about cost savings but still favours a move towards a single-tier system

accountants Touche Ross for the discussion document estimated that a 15-authority structure could save an estimated £192m a year, a 24-authority structure £120m a year and a 35 unit structure £53m a year. But a 51 council would cost £58m more a year than the existing setup.

These figures are tentative; not everybody agrees there would be cost savings. It would depend on whether existing facilities were used, on new staffing and computer systems and on a range of other factors. However the

idea that 51 council structure would cost more money almost certainly rules this out as a choice.

At the other extreme a 15-council scheme would be rather too similar for comfort to the existing regional council arrangements, despite the estimated cost saving.

Prof Alexander has doubts about cost savings but still favours a move towards a single-tier system. His argument is that the near-monopoly of service delivery held by local government has been broken by changes in housing legislation and education; and by the introduction of compulsory competitive tendering for many local authority services.

In short, he implies, the development of the enabling council has gone so far that people's democratic rights are weakened when residual services are spread between two tiers of local government.

He advocates a system of single unitary councils for most of Scotland with two tiers in the remote areas of the Highlands, making some 30 councils in all. There would be a number of area boards for services like fire, policing but perhaps not water.

Mr McLeitch, who drafted the Conservative party's submission after the first consultation paper, says: "I don't know what is going to happen. But I suspect that you are going to end up with around 30 councils which will not be dissimilar to the old county council structure you had before the reforms of 1975."

## The water industry

## A certain level of dismay

IF THE government's proposals to change local government in Scotland by moving towards single-tier authorities look like gaining grudging acceptance, this cannot be said of a possible consequence of these reforms: the privatisation of the Scottish water and sewerage industry.

Water and sewerage services in Scotland were not privatised when the English water companies were sold in 1989; they are run by nine regional and the three island councils.

As these councils are to be restructured, the Scottish Office believes it will be necessary to come to new arrangements for water. The idea that privatisation should form part of these new arrangements has caused dismay.

An opinion poll in The Herald, the Glasgow morning newspaper, found that only 4 per cent of Scots canvassed showed themselves in favour of privatisation. Only 9 per cent of the Conservatives who were asked supported it.

Mr Bruce Black, senior deputy secretary at the Convention of Scottish Local Authorities, says: "Scottish people do not like the idea of privatisation. It offends the Presbyterian ethic which says that the government should supply essential services."

"They particularly do not like the idea of water privatisation. Water is seen as one of Scotland's abundant resources. They have seen what has happened in England. Private water companies have raised the money for investment through higher charges. People who have been unable to meet the charges have been disconnected."

Another argument advanced by the Scottish Office for changing the water and sewerage arrangements is that heavy capital expenditure will be needed over the next 10 to 15 years, to comply with government regulations and EC directives on water standards.

These include the Water Supply (Water Quality) (Scotland) Regulations 1990, which adopted the standards of the EC directive on the quality of drinking water. The British Government also adopted the Urban Wastewater Treatment Directive and the Bathing Water Directive. There is also a need to stop dumping sewerage sludge at sea by 1994.

The Scottish Office estimates that meeting these requirements will cost £2.5bn in Scotland. A further £2.5bn will be needed for maintenance and upgrading and improving unsatisfactory sewerage discharges.

The regional councils are investing £218m a year in capital spending. Professor George Fleming of the department of civil engineering at Strathclyde University says: "The extra £5bn will probably mean a doubling of the annual cap-

tal spending to over £400m. Whatever new system is contrived, charges will have to rise."

Mr Ian Lang, the Scottish secretary, indicates that he does not want the extra spending to be met by increased public borrowing by local authorities. He argues that more spending on water could mean less spending on other services such as education and health.

Last July Mr Lang said he was looking at ways "in which the private sector might contribute enterprise and investment" to water. This was taken to mean privatisation.

Since then, however, the Scottish Office has published a consultation paper called Water and Sewerage in Scotland: Investing For Our Future.

It repeats arguments for changing the current arrangements and puts forward eight options - including privatisation, which could involve setting up three companies which would either be floated on the stock exchange or sold off in a trade sale.

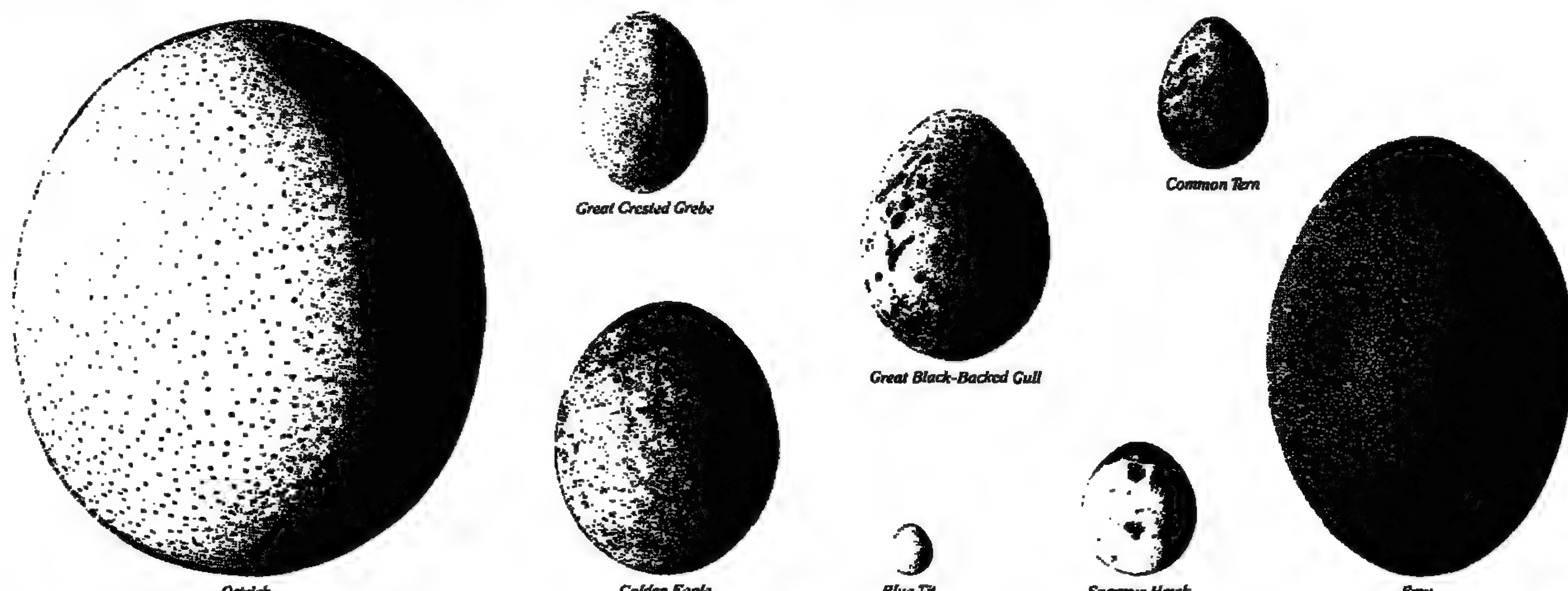
But there are also proposals for a national water authority which would have a watchdog body similar to the National Rivers Authority in England; a number of joint water boards serving single-tier councils; straightforward transfer from the old councils to the new; and some form of franchising whereby the local authorities, or groups of them, would retain ownership and control of the water and sewerage installations, contracting out operation to private concerns.

As with the proposed changes to local government, Mr Lang tries to make it clear that nothing has been definitely decided about water. He says in his foreword: "The Government will reach a decision on the right way forward in the light of responses to this consultation paper. Until then I intend to keep my options open."

The only certainty is that if the investment required is made, water charges will have to rise. Scots water users now pay an average of £132 a year for water - though many are unaware of it, because water charge is collected with the poll tax. The average charge in England and Wales is £177.

As the government waits for reaction to come in, the public view appears to be captured by Mr Henry McLeish, a Labour spokesman on Scotland: "We don't dispute the need for £5bn investment over 10 to 15 years. We accept that water charges will have to rise to help pay for it. But we don't want the higher charges to swell the profits of private companies. The Treasury should allow the councils to borrow the extra money needed."

Stewart Dalby



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## SCOTLAND 3

David Marsh looks at Scotland's position in the EC pecking order

## Intriguing contradictions

AS THE states of the European Community tackle the difficult challenge of widening membership and deepening cooperation, Scotland faces a series of European tests of its own. The country has to secure its position in the pecking order governing the distribution of EC regional funds. It must seek to maximise benefits from the EC's "single market" formally being put into place next year - a development which could bring particular benefits for Scottish financial services. And Scotland has to make its voice heard in the debate in Brussels and national capitals about "subsidiarity" - allowing government decision-making to be carried out as close as possible to the people.

Scotland's relationship with the EC throws up some intriguing contradictions. On the one hand, there is no argument about whether Scotland gets "value for money" from the EC. It clearly does. As a region suffering from industrial decline, with a disproportionate share of rural areas requiring special support, Scotland has attracted a large amount of EC funding to help depressed areas.

Mr Ian Lang, secretary of state for Scotland, recently pointed out that Scotland had benefited from nearly £1.5bn in structural fund assistance from Brussels since 1979. "Denmark, like Scotland, a small country at the north of Europe, but without the clout which the UK carries in the Community, has secured just one-sixth of that total," Mr Lang declared.

On the other hand, in the

future battle for EC cash and industrial investment, Scotland will face some disadvantages. Mr Grant Baird, the head of Scotland's recently-established representative office in Brussels, Scotland Europe, sums up the position: "Competition is going to get tougher. The funds will be coming. But any growth will be going to the poorer countries."

The gap in economic output per head between Scotland and the rest of the UK has narrowed in recent years, principally because Scotland has been

Scottish industry has not been good at attracting EC money - often it doesn't know it's there.

weathered the downturn. Moreover, as a result of the accession of poorer southern countries during the past decade, Scottish gross domestic product (GDP) per head is about the EC average.

Further, the shift in the Community's centre of gravity both eastwards and southwards has sharpened the problem of Scotland's peripheral position. Scotland in the past has relied on the US more than the rest of Europe for inward investment. Now Scottish industry is looking far more actively towards Europe.

But corporate and government managers are aware that, when German companies seek a foothold in the EC, Scotland is now well down the priority list for investment.

"Scottish industry has not been very good at attracting EC money," says Mr Baird,

"often because it doesn't know it is there." One reason for the establishment of Scotland Europe was to put Scottish enterprises and institutions firmly on the Brussels map, searching for funds in, for example, EC research programmes.

Scotland has already qualified for EC grants in the troubled fields of coal-mining, shipbuilding and textiles. Now it will be travelling for assistance from the EC's planned new programme for "reconversion" of defence and electronics industries hit by the post-cold war downturn in European armaments spending.

Another part of Scotland Europe's activities is to point out that, in a range of economic matters, Scotland's interests do not always necessarily coincide with those of the rest of the UK. Putting forward the Scottish whisky industry's point of view on EC alcohol levies, or making known the interests of Scottish power companies on European emission control plans, are two examples of Scotland Europe's work.

In another area of special interest, Scotland has put in a bid for at least part of the activities of the European central bank, designed to run Europe's monetary affairs if and when economic and monetary union takes place towards the end of the 1990s.

Scotland's bid has not been helped by rival campaigns from London and Manchester. Additionally, the effort has been hard hit by the UK's withdrawal from the exchange rate mechanism in September. None the less, Edinburgh will be doing its best to press its candidature during this week's EC summit. The Royal Bank of Scotland is printing a special issue of Europeanised pound notes to coincide with the summit. A few are likely to be handed out as ceremonial gifts to heads of government.

Having been part of monetary union with England since 1707, Scots have fewer qualms than people south of the border about giving up sovereignty to a central bank. But Scottish analysts also believe that EMU will be impracticable unless accompanied by a political union to

provide a framework for intra-Community fiscal transfers necessary to make a single currency work.

The debate about Scotland's place in Europe has been greatly affected both by the delays to the Maastricht process and by the setback for the Scottish National Party and the Labour party in April's general election. Up to this spring, many moderate Scots could support the idea of an eventual Scottish parliament dealing directly with a strengthened European executive in Brussels.

Now, both notions - Scottish devolution (or full-scale independence), and a move towards a Maastricht-style federation in Europe - appear illusory. Scotland's voice in Europe will be heard firmly from within existing UK institutions. It seems unlikely that it will be very loud.

The EC intends to set up a "Committee of the Regions," acting as an advisory body to the Commission and Council of Ministers on matters of regional importance. Unlike the position of other countries with a federal structure, Scotland however has no clear-cut right to send elected representatives to the committee.

It has been assumed that Scotland would take up four seats out of the UK's allotment of 24 members of the committee, made up of representatives of Scottish local authorities. According to recent indications, however, the Scottish Office appears to believe that representation on the committee is purely a matter for the UK government to decide. This flies in the face of "subsidiarity" - and could be a point of considerable irritation for the Scots.

As Mr Craig Campbell of the Scottish Council Development and Industry puts it in a paper published this week, "The overwhelming majority of members of the House of Commons supports the UK's active membership of the Community... The irony is that at a detailed policy level, the different parts of the UK can have very different interests, and there is not yet any adequate mechanism for expression of those interests."

Recession has hit the Highlands, writes James Buxton

## Fortune on the ebb tide

THERE ARE depressing signs that the tide of good fortune which for the past few years has buoyed up the economy of many parts of the Highlands and Islands is ebbing.

Most seriously, crisis affects the two offshore fabrication yards on the Moray Firth; a year ago, they were employing nearly 5,000 people between them. Now the total number of people employed at both yards is less than half that figure, and one of them may have no work at all by next March.

The recession, which took so long to reach Scotland and its northern extremity, is now having a serious effect on the Highlands. Fewer tourists came last summer. Boarded up hotels, restaurants and bars dot the landscape, while manufacturers are suffering from the weakness of markets in the rest of Britain.

As Mr Tony Mackay, an Inverness-based economist, says: "Over the past 20 years the Highland economy has often done better than that of the UK and of Scotland as a whole. Now we are going to experience underperformance for five to ten years."

The 1980s were good for the Highlands. Although two big industrial plants, the aluminium smelter at Invergordon and a paper mill at Fort William, closed early in the decade, later economic development was more organic. The offshore steel fabrication yards were set up on the Moray Firth because they wanted to be there rather than having to be coaxed to uneconomic locations.

The same goes for the salmon farms established along the seelochs and inlets of the west coast, which created a few thousand jobs, revitalised some remote communities but dismayed conservationists and lovers of solitude.

The Highland population was boosted by an influx of people from England and from other parts of Scotland - the so-called white settlers. They pushed up the populations of places such as the Isle of Skye, sometimes forcing house prices out of the range of the indigenous inhabitants but bringing more entrepreneurial spirit. Though emigration from

places such as the Western Isles continued, the total population of the area covered by Highlands and Islands Enterprise (HIE) - the development network which replaced the Highlands and Islands Development Board - rose from 364,000 to 370,000 between 1981 and 1989.

Unemployment was 10.3 per cent in September, below the figure for Great Britain of 11.5 per cent but more than a percentage point worse than it had been a year before.

Until recently the Inverness

ling rigs tied up in the Cromarty Firth.

The two yards face a dearth of orders as the current phase of offshore developments works its way out, and the market may not recover for three years. But employment at the yards has always fluctuated wildly; both rely, to a large extent, on sub-contractor labour rather than on large permanent workforces.

"It is very important that we retain both yards - they have given the economy critical mass," says Mr Iain Robertson,



Energy in a Highland burn: in early 1993 the Scottish Renewables Order (SRO) will be announced, encouraging exploitation of water, wind and rain, with a guaranteed market for electricity generated by fuels as infinite as they are free

area was doing best: it has developed as the shopping and administrative centre for almost the whole area, and has been underpinned by the well-paid employment at the nearby fabrication yards.

However, in July, the US-owned McDermott yard at Ardersier on the south side of the Moray Firth made 1,200 of its 2,500 employees redundant after an important order from Elf-Enterprise went elsewhere. Its current order book will be exhausted by February, and soon after that, if no new orders are gained, there will be only a skeleton staff of about 100 keeping the facility operating on a care and maintenance basis.

At Nigg on the north side, Highland Fabricators recently won an order from the Norwegian sector of the North Sea which will enable it to maintain at least 400 of its current workforce of 2,200 well into 1994. The crisis in the offshore market is still emphasised by the large number of idle drill-

chief executive of HIE. It is also considered important that as many families of the yards' employees stay living in the area, even if the menfolk go elsewhere for work. HIE has set up a task force to help workers increase their flexibility in the offshore industry by gaining extra qualifications.

Down in the Cowal peninsula in the far south-west corner of the HIE area, about 800 jobs are being lost because of the closure, earlier this year, of the US Navy's Holy Loch submarine base. Argyll and the Isles Enterprise is working on a plan to assist the area by helping tourism and light manufacturing.

Another gloomy spot is Caithness, where the Atomic Energy Authority's plant at Dounreay is gradually running down, threatening the economy of a sparsely populated area. It currently employs 1,600 people, making it easily the biggest employer, but the prototype fast reactor is scheduled to close in 1994, and the fuel

reprocessing plant in 1997. By then employment, which was 2,100 in 1988, may have dropped to 530.

Across the Highlands sheep-farming, the mainstay of crofters, faces changes because of the MacSharry reforms of the EC's Common Agriculture Policy. But Mr Donald MacRae of TSB Bank Scotland does not think the reforms are bad news for crofters, at least in the short term, because the proportion of the subsidy made up by the headage payment per sheep will increase and the total payment should also rise slightly.

"The problem is that there will be less incentive to improve quality, and the farmers are facing the political risk that the taxpayer will eventually say the whole thing is far too expensive," he says.

The next two years are likely to be bad for Highland fishermen as EC catch restrictions bite harder, but in the longer term the Highlands' share of Scottish white fish landings may increase as fishermen move west from the North Sea.

The salmon farming industry is doing a little better, after several years of very low prices, now that Norway, the biggest producer, has cut over-production, helping prices to rise. However, rationalisation is taking a toll: in September Marine Harvest, the leading producer, was sold by Unilever to Marifarms of the US (in which Hanson has a minority stake). The new owners are making 160 employees redundant, most of them in the Fort William area.

At least these setbacks are hitting an economy more mature than it was a decade ago. There are more businesses and more accumulated wealth, and a better infrastructure of roads, bridges and digital telecommunications links.

But it will be a severe test for the new HIE network of 10 local enterprise companies scattered over the region, with half the organisation's 300 staff, and devolved financial, social and environmental functions. Mr Robertson says HIE is giving people a power they never previously had, to change things in their areas. "There couldn't be a better time for it to win its spurs."

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## The financial sector

## Banking on strengths

SCOTTISH EQUITABLE, the life assurance company, is setting up a life assurance company in the German state of Württemberg, a joint venture with the corporate insurance company Württembergische.

It thus becomes the first Scottish life company to finalise a joint venture with a German company - and one of the first British companies to enter the German life assurance market since Germany agreed, early this year, to liberalise its life assurance market under the EC's third life assurance directive.

The deal is one of a number in which Scottish financial institutions are entering the continental financial services market - a sign of the current vigour of Scottish life offices, one of the few growth spots in the financial communities of Edinburgh and Glasgow.

In the first six months of 1992, income from new premiums for the nine Scottish life companies, of which Standard Life is easily the biggest, rose by no less than 35 per cent from £2.3bn to £3.2bn. At a time when Scottish banks and other companies in financial services have been cutting jobs, the Scottish Life increased its staff employed in Scotland by five per cent in the first half of 1992, to 14,100. Unsurprisingly, offices of the life companies still proliferate in Edinburgh.

In March 1992, according to the Department of Employment, some 217,000 people worked in banking, insurance and finance. Among financial centres outside London Scotland is eclipsed only by the north-west of England in terms of employment, but it has its own particular strengths.

Unlike any other British region it has its own clearing banks. It has a notable community of independent fund managers. Yet it has few building societies - and no markets. Its representation in non-life insurance is largely confined to General Accident, the Perth-based composite. There are only a few merchant banks.

The financial sector exploits the perception that Scots are canny and trustworthy in handling money. Scottish Financial Enterprise (SFE), the sector's trade association, puts "Trust the Scots" on all faxes.

The three Scottish banks are

suffering along with their English counterparts. For a time they were shielded - the Scottish economy held out longer against recession; but two draw more than half their business from south of the border.

A few weeks ago the Royal Bank of Scotland announced 3,500 job cuts in its branch network over the next five years - a move which follows that of other clearers. Last week it announced a further big drop in pretax profits after making increased provisions for bad debts. But operating profits were up. In the same week it mounted a robust defence of the \$5m bonus paid to Mr Peter Wood, the director who set up and then sold to the bank its insurance arm Direct Line.

Clydesdale Bank, a subsidiary of National Australia Bank, shed about 500 jobs at its Glasgow headquarters. But it increased operating profit by 18 per cent last financial year, despite the jump in provisions for bad and doubtful debts.

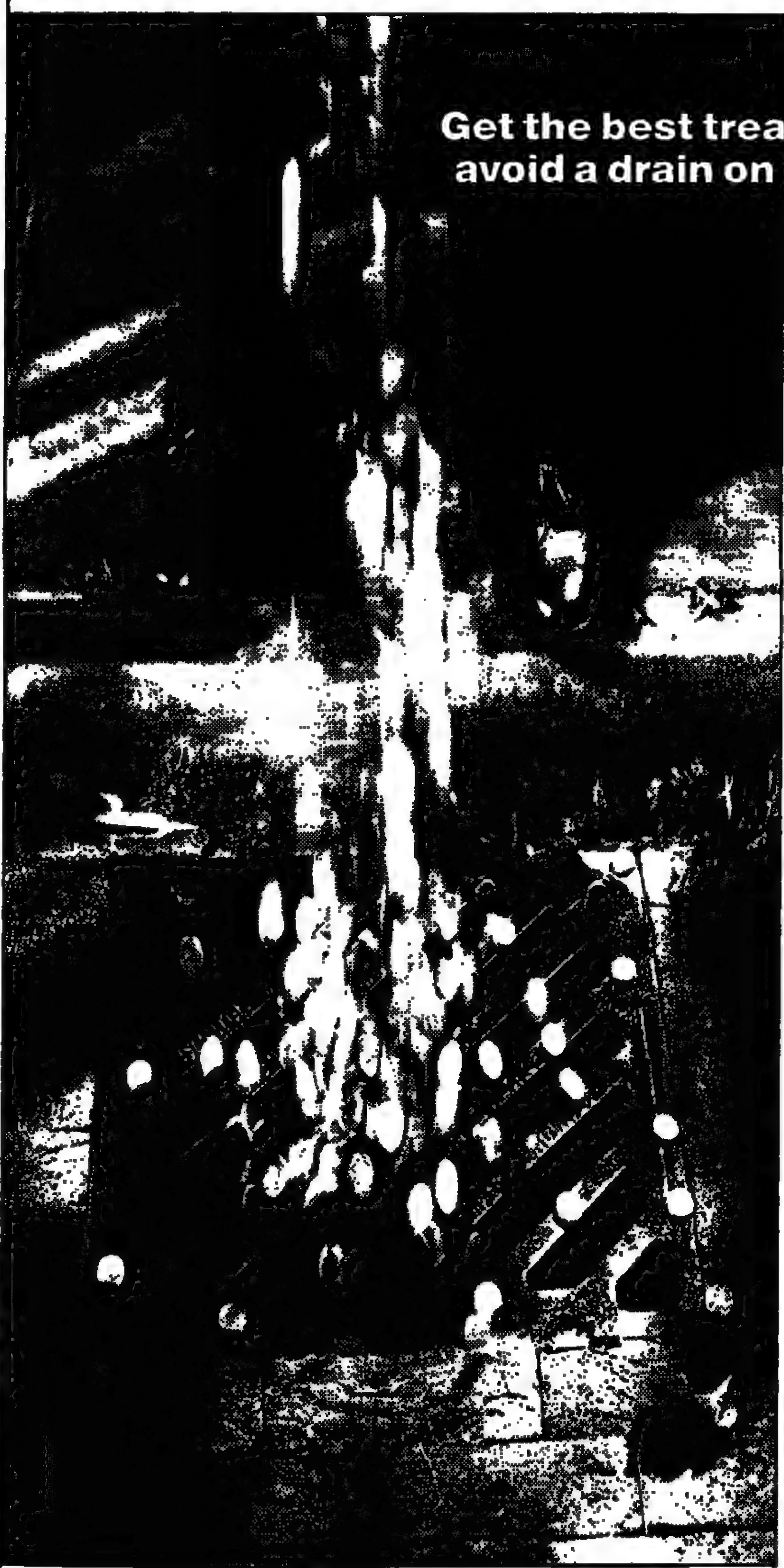
Among the fund managers, the Edinburgh-based partnership of Baillie Gifford appears to be pulling strongly ahead of its Scottish rivals, with 25bn under management, double the 1987 figure. It was recently selected to manage part of Wellcome Trust's portfolio, the medical charity, and sees this as recognition that it is on a par with the big London-based independent fund managers.

In Glasgow, Murray Johnstone has largely recovered from a period of uncertainty; it had £3.4bn under management in the middle of the year. Scottish institutions, whose overseas orientation - if they had one - used to be towards the US, are now looking with a little more interest to the continent of Europe. Last spring Bank of Scotland took a 45 per cent stake in Finanziaria Italiana Mutui (FIM), which operates in the expanding Italian residential mortgage market. It also has a joint venture in Germany with Quelle Bank.

Last month Scottish Financial Enterprise became a founder member of the Association of European Regional Centres (AERFC), which was formed to represent the interests of secondary financial centres in the EC.

James Buxton

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# JOBS: Professionals stumped by problem of how to break out of self-sustaining downward spiral

If there's any other group of people anywhere with a better stock of work experience than Jobs-column readers, I've yet to hear of it. So you are probably Anna Greenwood's best hope of finding a solution to a problem which, although all too common in working life even at pretty senior levels, is an extremely knotty one.

Brought to her by someone met via her job as a clinical psychologist in Yorkshire, it concerns a seemingly guaranteed way in which a new boss can grind down and drive out a disaffected but previously proficient subordinate.

The process has four stages, the first of which is enigmatic because it might simply amount to unwittingly bad management. But if it's allowed to go on long, the results - being foreseeable - might just as well be intended.

It begins when the boss takes to keeping detailed watch on the staff member's work, obviously looking for errors. Accompanying ploys are nagging on about the need to do routine tasks hitherto done without supervision, questioning any action whose purpose isn't instantly self-evident, and showing suspicion that the subordinate is either flouting or has misunderstood the proper procedure.

Typically, the immediate result is that the target staff member checks everything twice and starts to hesitate before making even the clearest-cut decisions. That in turn results in a

slower work-rate, which supplies a real cause of complaint to the superior. Moreover, it ushers in stage two because with the boss now justified in adding criticism of the slowness to the earlier torments, the target is likely to rush the job, so making mistakes. Hard evidence of unreliability is thus added to the charge-sheet.

Under the redoubled pressure, the subordinate is apt to move the process into stage three by losing confidence in his or her own ability. The consequent worrying about what's the right thing to do, let alone how to do it, typically leads to markedly reduced performance all-round and so to...

Stage four: the target either resigns, is demoted, gets sacked, or ends up being treated by the likes of Anna Greenwood as a case of mental breakdown. Hence her search for a means by which the subordinate can break out of the self-sustaining downward spiral - a quest which she began by appealing to her professional colleagues through the British Psychological Society's journal.

Although it brought in a good many recommendations, she says, none of them looks likely to be fully effective. Even where there are formal complaints procedures, for example, they tend to be

counter-productive unless the target belongs to a union strongly ensconced in the company or, if not, when the boss concerned is only low in the executive hierarchy. In the case of complaints against more senior managers, research suggests it is odds-on that the higher level will be upheld over the lower.

Another cure mooted by the replies is to tackle the boss directly as soon as the stage-one pattern is discernible. Unfortunately, Anna Greenwood says, people need a lot of working experience to twig what's happening so early, and still more to know that allowing it to continue can be at least as damaging as a confrontation with authority.

Even the canniest of the proposals, she adds, is prone to the same snags. It is to respond willingly to whatever demands are made at the workplace, and during breaks to be overheard by gossiping colleagues expressing genuine concern about the pressures making such an able boss behave so stressfully.

Accordingly - recalling that two years ago readers decoded the medieval spelling of the name of a port which had defeated the French historian, Professor Bartolomé Bennassar - I'm hoping that you can once again do better than the professional experts.

## Wanted: way to escape the grinder

NOW to the table below which gives indicators of going-rates of pay for upper ranks of managers in Britain, as shown by the latest survey made for the Institute of Directors by the Reward Consultancy. The full report, containing detailed data drawn from a sample of thousands, costs £350 and is obtainable from Steve Flather at Reward House, Diamond Way, Stone, Staffs ST15 0SD; tel 0785 813566, fax 0785 817007.

My extracts are limited to six broad ranks - from fully executive chairman

to middle managers three perches below board-level - employed by companies in three turnover brackets, which overlap.

In each case, the table gives both salary and total cash rewards including bonuses. The lower quartile refers to the executive a quarter way up from the foot of a ranking of all in the same rank and turnover range, the median to the person mid-way, and the upper quartile to the one a quarter way down.

The figures are for the UK as a whole, taking no account of regional

variances which can be considerable. To allow for rises since the information was collected, all the salaries should be increased by 0.7 per cent and by a further 0.35 per cent for each month from January onwards.

One clear message from the table is that whatever advantages success as a manager may bring in small outfits, they are not of the material sort. In the up-to-£25m bracket the median chairman's total pay is just over 2½ times that of the rank-three manager. In the £25m-£250m band the difference is 5½ times, and at £250m-plus it is nearly eight times.

Michael Dixon

Annual sales of company:		Up to £25m			£25m to £250m			£250m-plus		
Type of executive		Lower quartile	Median	Upper quartile	Lower quartile	Median	Upper quartile	Lower quartile	Median	Upper quartile
Chairman (full-time)	salary	£30,000	45,000	64,000	£5,500	£7,000	115,000	144,600	173,000	190,000
	total	33,584	50,000	78,000	89,887	108,500	157,125	157,350	190,000	224,500
Managing director	salary	33,696	42,000	54,600	55,072	71,750	89,075	73,625	107,600	150,000
	total	38,000	46,000	62,732	60,077	78,045	100,000	80,600	113,500	160,000
Other directors	salary	28,000	35,000	43,000	37,928	45,000	57,312	53,250	75,000	100,000
	total	30,000	37,100	47,625	39,850	48,638	63,000	55,735	81,000	110,000
Rank-one	salary	23,884	28,500	33,690	25,237	30,250	36,000	32,748	40,300	49,245
	total	24,089	29,114	34,743	26,753	31,997	37,654	33,227	41,533	51,066
Rank-two	salary	19,988	22,750	26,324	21,587	24,800	28,000	25,644	29,734	35,050
	total	20,255	23,241	27,000	21,803	25,119	28,540	25,710	30,000	36,000
Rank-three	salary	16,944	19,188	22,000	18,000	20,358	23,350	20,000	23,630	27,092
	total	17,130	19,500	22,350	18,180	20,596	23,650	20,056	24,000	28,174



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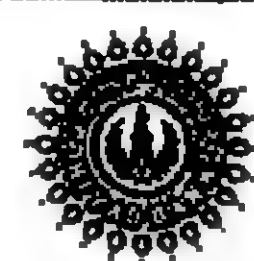
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Please respond, in complete confidence, at the earliest opportunity, during office or evening hours, to either Peter Giblin or Christina Wright at Axiom Advisors Ltd, 40 Long Acre, London WC2E 9JT. Tel. 071 836 8722. Fax. 071 836 6066

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Please write in strict confidence to Camilla Somerville-Cotton, Fox-Pitt, Kelton Limited, 38, Finsbury Square, London EC2A 1PX.

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For more information initially please write, enclosing your full CV, to: Miranda French, Portfolio International, 5 Streams Buildings, Chancery Lane, London EC4A 1DY. Telephone: 071 430 1525. Fax: 071 831 2922.

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Whilst this advertisement has been placed by Amstrad plc, the Board wish to demonstrate their independence in the appointment of two non-executive directors and have entrusted the selection of a short-list to PRO NED Limited, an organisation specialising in assisting companies with the appointment of Independent non-executive directors, backed by, amongst others, the Bank of England, the London Stock Exchange and the Institutional Shareholders' Committee. Would applicants please apply to the address below:

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Please apply in complete confidence with full CV, covering letter and details of current salary to Mark von Haartman, Human Resources Director, Syva Europe, Syntex House, St Ives Road, Maidenhead, Berkshire SL6 1RD. Tel: 0628 777808. Fax: 0628 75321.



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Applicants should apply in writing enclosing a curriculum vitae and salary expectation, to: Scott Beard, Personnel Dept., Radync Limited, Molly Millars Lane, Wokingham, Berkshire RG11 2PX.



## ACCOUNTANCY COLUMN

## Recession hinders efforts to improve racial mix

Few applicants and even fewer recruits mean only 1.6% of trainees are black, writes Sunjay Kakar

ANYONE turning to the last report of the Commission for Racial Equality on discrimination in the accountancy profession six years ago was in for some unpleasant reading. Now the impact of the recession is threatening to stall any further progress.

The CRE report, published in 1986, showed that the proportion of white candidates hired by the larger firms was about four times higher than for black applicants. The white success rate at interview was nearly twice as high, with a slightly higher disparity at second compared with first interview. Black applicants were disproportionately rejected at all stages.

It recommended that improved recruitment, assessment and selection techniques would not only reduce these disparities, but also assist the profession to solve its own graduate recruitment shortage.

The situation today remains hard to assess, because reliable statistics are still not available. The Institute of Chartered Accountants in England and Wales began ethnic monitoring of candidates in 1988 but a significant number of trainees signing contracts are still reluctant to provide this information. For 1991-92, the proportion of trainees held by black students was 1.6 per cent, and for Asians 3.4 per cent.

The impending shortage of young professionals in the early 1990s prompted accountancy firms to adapt their recruitment practices. Mr Richard Parnell, a director at Robert Walters Associates, says: "Certain firms were making little effort to give people from ethnic minorities any equal

opportunity. They then realised that they had to get all hands on board. They turned to all sections of the community."

Gradually the ethnic mix has been changing. Mr Stephen Boley, national director of graduate recruitment at Coopers and Lybrand, says that of his firm's junior grades, 8 per cent come from ethnic minorities. "This reflects the higher percentage now coming through the higher education system," he says. "We expect this to work through to higher grades in the coming years. Currently we have only one partner from an ethnic minority."

Lack of representation at senior levels is also true in the professional bodies. Mr Prem Sikka, a lecturer at the University of East London, points out that there is not a single ethnic minority on an important committee in the accountancy profession. "The people running these committees will not see it as a deliberate decision, but it has always been that way so they are institutionalising unequal opportunities," he says.

The Institute of Chartered Accountants points out that it does have a small number of people from ethnic minorities on some of its committees. One reason for continued under-representation is the concentration by firms on recruiting from a small number of long-established universities. By contrast, most ethnic minorities attend the modern universities and polytechnics and those in London. In the capital each college draws more than one quarter of its intake from ethnic minorities, though many of these are foreign students who could not be employed.

Mr Nigel Llewellyn, national recruitment partner at Touche Ross, defends his firm's strategy. "Some campuses have more potential applicants of better quality, so it makes sense that we direct a greater proportion of marketing spend to those areas where it will yield the best results," he says. "This does not mean that a candidate from a campus which has not been targeted in this way stands less chance of receiving an offer."

In the late 1980s, firms were keen to look beyond their traditional pool of applicants. With the recession, much of that impetus has been lost. Mr Andrew Colquhoun, secretary and chief executive of the Institute of Chartered Accountants in England and Wales, says: "Many accountancy firms still only recruit actively from a limited number of universities because that is where they have met their best graduates in the past. That is rational economic behaviour on their part. Unfortunately the recession has probably narrowed this recruitment base further."

Firms are nevertheless adopting a number of tactics to counter potential discrimination. Ms Faith Jenner, UK director of recruiting and personnel at Arthur Andersen, says more than one person considers each candidate in order to eliminate any chance of individual bias creeping in. "We aim to recruit the best so it is very much in our interest to help interviewees feel comfortable," she says. "That way we see them at their best and can gauge their potential better."

Mr Llewellyn says that a big ele-

ment of interviewer training at Touche Ross is focused on the need to eliminate bias. "These procedures have proved very effective over the last ten years," he says. "Sadly, a deeper issue remains, which is that the number of applicants from minority backgrounds with proven academic strength is disappointingly low, particularly in the case of those from the Afro-Caribbean Community. If more would apply the final position would be much improved."

Ms Jo Magne, national personnel manager at Moores Rowland, agrees. "We closely monitor graduate applications and have traditionally received very few from African or Afro-Caribbean candidates," she says. "Asian candidates apply in higher numbers."

The firm's recruitment figures for the last four months of last year highlight the problem. Two-thirds of applicants to the firm were European, of which 47 per cent were invited to a first interview. Asians comprised 30 per cent of applicants, but 37 per cent of them were invited for interview. But for Africans/Afro-Caribbeans, the figures were 4 per cent who applied and 16 per cent invited for interview.

Ms Magne says that African and Afro-Caribbean applicants are generally not invited to interview because of their lack of research into the profession and their inability to provide a sensible answer to the question of why they want to be a chartered accountant.

That is a view shared by Mr Errol Elliot, chairman of the recently formed Black Accountants Society. He argues that accountancy has a low profile in the black community and

many black applicants carry out insufficient research into the profession. "The bottom line is that the accountancy exams are tough and time-consuming," says Mr Elliot. "We are there to provide support so that black students realise that the exams are there to be passed."

Mr Deepak Harris, a manager in the financial markets division at Arthur Andersen, who was seconded to the firm's recruitment department for seven months in 1990, says that firms should not underestimate the importance of using role-models to attract high quality graduates from all backgrounds. "It is the diversity of skills, knowledge and background of an accounting firm's workforce which contributes to its present business success and future growth."

Mr Philip Nagenda, a black African chartered accountant and head of internal audit for three NHS authorities, has observed that many clients have difficulties coping with the idea of a black senior auditor. "If there is a black person in a team of two or more auditors, they automatically assume that the black person is the junior auditor," he says. "This stereotyping will not change until we have more black accountants."

While the economy was growing, the increase in demand for recruits by the leading accounting firms coincided with the emergence of a second generation of highly educated ethnic minorities who were joining the job market. But the present recession is so intense that the demand for young professionals has been reduced and accountancy firms can afford to make less effort to widen their ethnic base.

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Interested candidates should write enclosing full C.V. and quoting ref. 211 to: PRP, 9th Floor, Elsternham House, 12-20 Camomile St., London EC3A 7PJ. Telephone 071-623 0440.

## THE REQUIREMENTS

- A highly motivated qualified accountant, with a proven track record of strong financial management, ideally in retail but certainly in a fast moving service sector environment.
- Aged 35-45, you will be a first rate technical accountant with a "hands-on" management style and have an intuitive commercial acumen.
- A background of developing and operating sophisticated IT systems is essential, as is experience of exercising strict credit management controls.
- Personal qualities of energy, initiative, and of being a team player, are prerequisite.

Philip Rice  
PARTNERSHIP

## Manager - Internal Audit

Surrey

£40,000 + Benefits

With a £multi-million turnover, and some 3,000 staff in the UK and overseas, this British group is market leader in its sector. Now at a significant stage in their development, they seek an influential professional who can combine a practical approach with far-reaching strategic vision.

Reporting to the Chief Executive and Audit Committee, your brief will be to initiate and establish an internal audit function to reflect the needs of the business. As such, your responsibilities will range from recruiting and managing your own team to the creation of new policies, procedures and controls.

An outstanding opportunity for a graduate qualified accountant from the profession or with commercial experience. Knowledge of computerised systems is essential. You may already have been involved in establishing a similar function.

This is a rare career development role offering high levels of visibility and responsibility, groupwide.

Write, with full CV and contact telephone numbers, to Patrick Donnelly, quoting reference FT/103.

PD  
PD

Consultants  
MANAGEMENT • SELECTION

23 Durlston Road,  
Kingston-upon-Thames,  
Surrey KT2 5RR.

## Director of Finance



NORTH  
DERBYSHIRE  
COMMUNITY  
HEALTH CARE  
SERVICE

CHESTERFIELD  
c. £35,000 package

Our client, the Community Health Care Service for North Derbyshire (CHCS), is one of the country's largest community health and care organisations. It is a multi-site organisation with a central focus on the delivery of a wide range of services which includes learning disability and mental health as well as six community hospitals. Over 3000 staff are employed serving a population of 365,000 covering a large geographical area from the rural Peak District and the Dale to the coast, to the more industrialised communities around Chesterfield and Belper to the east.

Joining at this exciting stage in the Unit's development, the successful applicant will have a crucial role to play in formulating and implementing financial strategy leading to the Unit's status. As a member of the management team, the Director of Finance will not only have complete responsibility for all aspects of the work of the Finance department, but is expected to play a full corporate role in the overall direction and success of the Unit.

CHCS is divided operationally into six geographical locations and a specialist Children and Women's service. The Director of Finance is therefore responsible for ensuring high quality financial services to the respective senior managers and also has the leading role in risk management and the financial aspects of capital planning.

The post will appeal to qualified accountants with extensive strategic business planning, analytical and communication skills, strong leadership abilities and a result-oriented style. Experience in staff development and change management together with sensitivity and a persuasive approach will be important in establishing credibility and effective working relationships at all levels. A commitment to the delivery of high quality community health services to vision, as to a general understanding of the opportunities of NHS Trust status.

The selection process will be designed to test applicants' ability to meet selection standards required for a future Trust Finance Director. This is reflected in a negotiable salary, initially on NHS senior managers pay scales, and the package includes Performance Related Pay, leave and relocation assistance where appropriate.

An information pack is available from Darren Swell at: Lucas Elliot Consultancy Limited, Churchfield House, 5 The Crescent, Chesham, Bucks HP8 1PS. Tel: 061 481 3963

Applications in the form of a written CV should be sent quoting Ref: 90702 by the closing date of 15th of January 1993. Initial interviews will be held during the second half of January with final stages by mid-February.

LUCAS ELLIOT CONSULTANCY  
Executive Selection



## European Controller

Midlands

c £35,000 + Car

Our client, a division within a highly successful group, is a leading contract distribution specialist set to embark on an ambitious expansion programme both in the UK and Europe.

Working alongside the Operations Director you will have functional responsibilities to the Finance Director providing quality management information analysing business performance throughout the division. This will involve close liaison with finance teams in the UK, France and Spain.

You will be heavily involved with development issues concerning new business opportunities and contract negotiations which will contribute significantly to the profitability and success of the organisation.

The successful candidate will be a qualified accountant aged 28-35 years old, energetic, confident and possess excellent interpersonal skills as the nature of the role will involve substantial client interaction.

Language abilities are a pre-requisite (at least business level French and ideally a working knowledge of Spanish) and as an individual you will be comfortable within a matrix management structure. Career prospects are excellent.

Interested applicants should apply in writing, specifying language skills, and quoting ref: 94435, to David Greenwell, at Michael Page Finance, 190 Corporation Street, Birmingham B4 6QD.



Michael Page Finance

Specialists in Financial Recruitment  
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Nottingham Manchester Leeds Glasgow & Worldwide

## Finance Director

Central London c £40,000 + Bonus + Options + Car

Our client is a small, ten years established and rapidly expanding, privately owned software business engaged in the design and development of sophisticated, fourth generation systems architecture. Operating in well defined, international niche markets, the company has built a strong portfolio of blue chip customers worldwide, through technological innovation and high quality service.

The next phase in the corporate strategy requires the appointment of a high calibre professional to provide financial and commercial support to the Managing Director. Key short term issues include the implementation and progressive development of business control systems, contributing to

continued profits growth and building strong working relationships with banks and other financial services providers.

Candidates, likely to be aged early to mid thirties, will be graduate, qualified accountants with a strong record of success gained in a fast moving, technology and service driven environment. Excellent communication skills, high levels of drive and a practical approach to business problem solving will be essential.

Interested applicants should forward a comprehensive curriculum vitae, quoting ref: 6010, to Mark Hurley ACMA,

Executive Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.



Michael Page Finance

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

## CORPORATE BUSINESS DIRECTOR

Tunbridge Wells

£40-45,000

This training management consultancy practice, a trading agency operating primarily in the public health sector, has successfully extended its client base into the private sector and intends to continue to develop business in both areas. A management buy out is planned within the next 18 months in order to capitalise on past success and continue to invest in the future. The organisation has a diverse product range and comprises general management development and training courses as well as accredited health care courses. In addition it markets the Victorian country house in which it is located as a conference and banqueting centre.

The chief executive needs a qualified accountant to join the board and assist with the planning and negotiations for the independent operation. An urgent requirement will be to set up, from scratch, a finance function to take over all accountancy work from the parent organisation. The post is very much a general management role covering a range of central

functions such as facilities management, personnel, marketing and systems. The corporate business director will play a key role in the development of the company, and equity participation is anticipated in the event of a successful buy out.

Candidates must be graduate chartered accountants, preferably aged 35 to 45, with several years experience in a service industry. They must be computer literate and able to demonstrate success in the management of people through change. Personal qualities include energy, flexibility, a hands on approach and the ability to communicate effectively at all levels.

If this challenging opportunity appeals to you please send a comprehensive curriculum vitae, including daytime telephone number and salary history, and quoting reference 3280, to Vivienne Hines, Touche Ross Executive Selection, at the address below, to arrive no later than 22 December.

Touche  
Ross



MANAGEMENT CONSULTANTS

1st Floor, Hill House, 1 Little New Street,  
London EC4A 3TR. Telephone: 071 936 3000.

## FINANCE DIRECTOR

■ This company manufactures a range of components for industrial customers at home and overseas. A member of one of the UK's most successful and expanding organisations, it is a market leader in its field, and has a first class reputation for product design, quality and delivery.

■ The Finance Director will be very much involved in the strategic development of the business as well as the management of the company's financial systems and structures, which are continually developing.

■ You should be qualified, and should have held a position of substantial seniority in a manufacturing business. A sound understanding of the broader aspects of running a company is essential.

■ This is a key post in a highly successful company; prospects for further advancement within the group are excellent.

■ Please send your CV to Charles Theaker, Theaker Monro & Newman, Wrens Court, 60 Victoria Road, Sutton Coldfield, West Midlands, B72 1SY (Tel: 021 355 8868), quoting reference 4195.

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## INTERNAL AUDITOR EUROPE

Sun Chemical is the largest printing ink company in the world with a billion pound sterling turnover and successful operating companies in all major European countries.

We now seek an auditor to join our European internal audit team, based in Watford, to conduct audits across a wide variety of countries. Audits are primarily operational but include financial, statutory and other special assignments. Travel will not exceed 50%.

The successful candidate will be in their mid-twenties and will have at least one other European language apart from English, preferably Italian or Spanish. Reporting to Corporate Audit in the US, the appointee must be able to work independently and possess excellent communication skills. Part qualification or certification (ACA, CIMA or MIA), or prior internal audit experience will be considered a plus.

Compensation is competitive and career development opportunities are considerable. If you are interested, please send a full C.V. to: John Phipps, Director, Human Resources, Sun Chemical Europe, Cow Lane, Herts, WD2 6PL, England.

Sun Chemical

South  
Thames  
College

DIRECTOR OF  
CORPORATE FINANCE  
- TO £37K

We are one of London's major Colleges, based in Wandsworth with 3 other sites in the area. Our immediate plans entail increasing student numbers to over 6,000, teaching staff to over 500 and the annual budget to £16m. We become independent of local authority control from April 1993, at which point we hope to create a Federation with Wandsworth Adult College - a successful local AE provider.

The Director of Corporate Finance is a new post of vital importance for the effective implementation of the College's plans. The Director will lead the Finance Team - currently 14 strong - reporting to the Chief Executive and taking part in the senior management team.

Applications for the post are invited from Chartered Accountants with at least 5 years' post-qualification experience, including exposure to an education or comparable environment. Proven financial management, motivational and communication skills are essential together with fluency in the specification and management of IT systems and the capability to design and implement management information systems within a changing environment.

If you have the talent and drive to tackle this challenging role please phone 081 870 2241 ext.315 or write to the Personnel Officer, South Thames College, Wandsworth High Street, London SW18 2PP. The closing date for applications is 22nd December.

Wandsworth

The Council of South Thames College is an equal opportunities employer. Applications from black, Asian, disabled, gay, lesbian, and transsexual people are encouraged. Please send your CV to the Personnel Officer, South Thames College, Wandsworth High Street, London SW18 2PP. The closing date for applications is 22nd December.

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## Portfolio

Financial Controller

London - £39,000 + Car

This highly successful media plc has an impressive track record worldwide, and is looking to further growth.

As part of the management team the Financial Controller will be involved in all aspects of running a right accounts function and have extensive liaison across all commercial divisions of the company. We are seeking a large firm trained ACA who has 2+ years experience in commerce, ideally in a media related company.

Please contact Deborah Sherry.

Projects Manager

London - £28,000 + Car

The client is a major pharmaceutical blue chip company and is seeking an ACA with 1-2 years post qualified experience. There are a tremendous variety of projects within the role, looking at investment decisions, and general issues relating to capital expenditure. Personality is key, and likely candidates will be outgoing and personable. Work experience should cover audit and accountancy of large companies.

Please contact Liz Osborne.

Senior Financial Executive

Central London - £60,000 package

High profile service company seeks ambitious finance professional. The essential requirements are extensive experience of US GAAP-reporting, post-European accounting and UK statutory requirements. Applicants should have already worked as a Financial Controller/Director in a major company.

Please contact Peter Green.

European Analyst

Central London - c.£33,000 + Car

Fluent Italian or Spanish speaking accountant is sought by blue chip group to work on development projects for the European operations. Likely candidates will be an ACA or CIMA with strong commercial outlook and the personality to thrive in a marketing-led culture.

Please contact Pippa Curtis.

Operational Auditor

City - c.£26,000 + Bens

Innovative in style, this leading UK bank was one of the first to create and implement new systems. The role is project oriented and varied in nature, and will suit a recently or newly qualified ACA with exposure to financial services.

Please contact Joe Thomas.

Please contact the relevant consultants by sending your CV to 410 Strand, London WC2R 0NS or fax to 071 573 4888.

Telephone number is 071 586 9891.

For temporary assignments contact Jacques Field or Jim Nairn.

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RECRUITMENT CONSULTANTS

## Group Financial Accountant

S. London

£45,000 + Benefits

This £multi-million international financial services group has some 50 offices in the UK and overseas. As this highly profitable organisation now adopts an integrated structure, a new opportunity has been created for a commercially-minded accounting professional to drive this evolution.

Reporting to the Group Finance Director, and liaising widely throughout the group, you will initially be developing and implementing group consolidations, financial and management reporting packages. Having established the necessary standards of efficiency and consistency in those areas, you will make a significant and continuing contribution to new policies and strategies.

Much depends on your ability to combine broad practical experience with a high level of business acumen and strategic vision. A graduate qualified accountant with excellent presentation skills, you will be seeking the opportunity to have a direct impact on a commercial organisation.

Write, with full CV and contact telephone numbers, to Patrick Donnelly, quoting reference FT/104.



PD Consultants

MANAGEMENT - SELECTION

23 Durlston Road, Kingston-upon-Thames, Surrey KT2 5RR.

## FINANCIAL CONTROLLER

Cambridge

Hi Tech

Package to £35,000 +

This key role, within a young, expanding company, in the forefront of its chosen niche, carries total responsibility for the financial management of the business. An individual with the vision and intellectual ability to satisfy the demanding standards of the CEO and to complement the existing management is required immediately.

Professionally qualified candidates with experience of hi-tech manufacturing, preferably within a small, entrepreneurial environment should submit a full CV and details of salary progression to Keith Allen, quoting reference 433 at the address below.

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EXECUTIVE JOBS ADVERTISING IS DOWN 63% AND EXECUTIVE UNEMPLOYMENT HAS DOUBLED

But among the unadvertised financial and banking vacancies notified to our Inter-Mex subsidiary last week were:

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Inter-Mex Plc, Lonsdale House, 19 Charing Cross Road, London WC2H 0ES.

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## FINANCE MANAGER, ARGENTINA

PLUSPETROL S.A. is an independent Argentine company engaged in oil exploration, production, and refining. Operating exploration areas and production fields in Argentina, Bolivia and Algeria, we have joint ventures with many international companies.

We are seeking a high-calibre finance specialist. Position scope includes the planning and management of financial assets and the procurement of funds for medium- and long-range investments. This function, based in Buenos Aires and reporting to the CFO, includes the screening, selection, and management of best funding sources which requires intimate knowledge of all the financial instruments for fund raising.

The successful candidate should be an MBA graduate, preferably in corporate finance, fully bilingual in Spanish and English, with 15+ years successful experience with leading capital-intensive corporations. Knowledge of domestic and international capital market institutions and capabilities to maintain fluent relationships are a must.

We offer a competitive compensation package, initial period housing allowance and moving expenses. Qualified individuals should send a resume, professional references, and salary history to:

Office Manager  
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# Further fall as base rate hopes recede

By Terry Byland,  
UK Stock Market Editor

INTEREST rate optimism was firmly discouraged yesterday by the Bundesbank and by the UK Chancellor of the Exchequer. The setback in the UK stock market deepened in the face of a fresh sell-off in stock index futures.

A fall of 34.2 points took the FT-SE 100 down to 2,765.5, virtually the day's low and around 2.3 per cent below the peak achieved only ten days ago. Yesterday's setback ranged across the full range of the market, bringing a fall of 6.9 in the FT-SE Mid 250 Index.

Share prices tried to rally from a dull start but soon turned back again as first reports reached London from the Bundesbank's press conference, unchanged German rates, plus a warning from the Bundesbank president that there was no room for a rate cut at present, undermined lingering hopes for a reduction in UK base rates before the year-end.

Worse was to come, however, when Mr Norman Lamont, the UK Chancellor of the Exchequer, ruled out any early cut in base rates, although, reviewing the first of the Treasury's monthly monetary reports, he saw encouraging signs for the domestic economy.

The premium on the December contract on the Footsie melted away, leaving the con-

tract in line with the cash market at the official close. With the two-week equity trading account due to close tonight, professional traders were looking for ways to take their profits. In addition, there were many large "bad and break-fast" tax-related deals.

Seaqu-reported trading volume, swollen by the tax-related business and by a trading programme towards the close,

totalled 711.7m shares compared with 660.5m on Wednesday. Retail, or customer business in equities, was worth £1.28bn on Wednesday but traders believe that equity volume is being swollen significantly at present by the year-end tax-related deals.

While few strategists had remained convinced that a further base rate cut would come this year, yesterday's discour-

aging news from Germany and the UK took some of the speculative steam out of the equity market. The stock market has risen by around 16 per cent on the Footsie scale since Britain quit the ERM in mid-September and a pause for consolidation has been expected.

Corporate developments also remained bleak yesterday, with Guinness, the international drinks group, again hit as City

analysts digested the outcome of the meetings with the board arranged this week.

The renewed weakness in sterling, mirrored yesterday by half point losses in UK government bonds, prompted some strategists to take a more cautious line. Mr Peter Lyon at Smith New Court, the London securities trading house, commented that, while the market's underlying upward trend is still in place, the risks of a correction have strengthened.

At UBS Phillips & Drew, Mr Mark Brown repeated the widespread concern that UK institutions will be obliged to commit more cash flow to government bonds next year and equities therefore be net sellers of equities.

However, selling pressure in equities was not heavy enough to cause concern. After allowing for the end-year technical activity, traders believe that the institutions are still positive towards the UK stock market and are doing little more than make minor adjustments to portfolios ahead of 1993.

Account Dealing Dates

First Dealing Date: Dec 14 Jan 4

Second Dealing Date: Dec 15 Jan 5

Account Dealing Dates: Dec 15 Jan 5

Account Dealing Dates: Dec 15 Jan 5

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## FT-SE Actuaries Share Indices THE UK SERIES

FT-SE 100		FT-SE MID 250				FT-A ALL-SHARE						
2726.5 -24.2		2665.6 -6.9				1297.40 -10.39						
Date		Dec 10	Dec 9	Dec 8	Dec 7	Dec 4	Year ago		1992		Share completion	
							High	Low			High	Low
FT-SE 100		2726.5	2750.7	2769.8	2764.5	2759.4	2423.3	2792.0	2281.0		2792.0	986.9
											11/29/92	237/98
FT-SE MID 250		2665.6	2672.5	2682.0	2674.3	2661.2	2357.4	2625.0	2157.8		2625.8	1378.9
											20/5/92	217/18
FT-SE-A 350		1322.4	1332.4	1340.7	1334.1	1334.6	1174.1	1345.5	1103.1		1345.5	694.5
											11/29/92	141/18
Hourly	Open	9.00	10.00	11.00	12.00	13.00	14.00	15.00	16.16		High/Low	Low/High
FT-SE 100		2740.5	2746.6	2744.5	2743.3	2737.9	2735.9	2736.9	2733.7	2725.9	2747.4	2725.5
FT-SE MID 250		2672.8	2672.8	2673.6	2670.2	2668.7	2666.1	2666.4	2666.3	2664.3	2674.8	2663.9
FT-SE-A 350		1328.5	1330.8	1330.1	1329.3	1328.9	1326.0	1326.1	1325.2	1322.0	1332.0	1322.0
Gross dividend yield (ACT at 25%) FT-SE 100: 4.48												



**INVESTMENT TRUSTS - Cont.**[illegible]

Units	2515	11	2515
Zone Div Pct	145	145	145

80	3.8	4.0	2.7
75	1.5	1.5	1.5
70	12.6	7.6	12.6
65	11.8		
60	13.7	57.4	
126.4	2.9	81.3	20.0
54	1.3	81.3	20.0
141	1.3	191.2	28.3
83			
36	72.5	38.5	72.5
6		131.6	16.5
128	6.7	216.3	19.5
12	4.7	222.2	13.5
12	8.4	102.1	13.1
280	2.8	380.0	15.8
0.4			
17		24.3	20.0
32	1.2	43.5	37.9
98	12	135.1	24.1
82	5.8		
27.4			
94	7.8	88.8	-7.5
133.6	1.1	185.0	15.5
16.4	8.1	25.5	30.8

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73	32.4	57.8	11.8
129	37	82.1	2.7
37	38	82.1	2.7
31	1.4	74.8	35.3
31	5.8	133.0	4.2
81	11.8	—	—
12	—	23.1	1.8
67	8.9	—	—
14	—	—	—
38	—	—	—
129	4.4	37.5	17.8
128	4.4	38.0	18.5
246	8.4	32.6	3.5
28	—	—	—
90	12.8	78.2	1.0
1874	—	—	—
21	2.1	2.1	11.8
87	8.7	58.2	1.7
129	11.8	—	—
219	1.3	30.1	8.3
121	—	—	—
83	8.3	10.1	4.5
673	4.3	40.5	-7.1
129	11.8	23.4	22.8
78	46	—	—
38	—	—	—
31	—	—	—
31	—	57.5	22.3
129	5.8	73.9	8.9
149	8.3	20.5	31.8
128	8.3	21.2	1.0
130	—	—	—
130	—	222.2	22.3

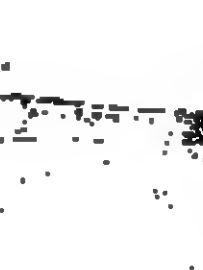
Package Units.....	8000	—	100
Gear Unit.....	8000	—	62½
7mm Fly Pot.....	8000	—	40.1

27	172	-	-
37	167	36.7	-22.9
47	-	-	-
57	54	55	-13.5
67	283	-	-
77	-	-457.9	28.0
87	80	8.8	34.0
97	43	41.7	21.3
107	-	-58.6	23.5
117	14	17	24.1
127	9	-	-
137	0	0.2	298.3
147	118	-	11.7
157	528.5	1.6	103.6
167	53	148.8	32.4
177	8	8	218.2
187	5	5	101.8
197	8	-	22.0
207	130	12.7	-
217	219	21.9	45.8
227	31	30.1	1.4
237	24	23.3	13.8
247	106	10.6	-6.1
257	22	-	-
267	22	53	97.9
277	20	-	-5.7
287	61	6.3	182.8
297	18	-	5.2
307	77	7.3	32.0
317	21	21	182.4
327	57	-	32.6
337	35	1.8	-46.7
347	35	5	276.5
357	223	5.8	276.5
367	216	6.8	281.8
377	201	-	7.8
387	213	2.1	288.8
397	213	-	14.0

Units	2000	2700	2
Zero Div Pct	143	143	11

	1930	1931	1932
464	8.6	70.9	20.6
475	8.6	82.1	26.4
50	61	81	26.4
53	81	81.9	26.8
71	72	28	141.3
73	64	80.8	24.8
87	87	47	100.6
90	87	71.7	25.5
92	107	172	64.1
95	107	107	21.0
107	107	15	300.9
110	107	64	27.1
176	86	27.1	3.3
180	66	34	16.5
4	86	71.2	13.5
123	71.2	71.2	8.5
124	34	41	180.7
125	41	180.7	22.2
126	23	23	2.3
127	66	38.2	37.8
128	107	107	10.0
129	216	41	366.8
130	19	41	45.5
131	19	86	80.8
132	19	10.5	80.8
133	19	12.6	30.4
134	19	30.4	30.4
135	19	127.8	30.4
136	19	87	30.4
137	19	87	30.4
138	19	87	30.4
139	19	87	30.4
140	19	87	30.4
141	19	87	30.4
142	19	87	30.4
143	19	87	30.4
144	19	87	30.4
145	19	87	30.4
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205	19	87	30.4
206	19	87	30.4
207	19	87	30.4
208	19	87	30.4
209	19	87	30.4
210	19	87	30.4
211			

<sup>a</sup> The number of subjects who were included in each group was 10.





## INVESTMENT TRUSTS - Cont.

Trust Name	Price	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	988	987	986	985	984	983	982	981	980	979	978	977	976	975	974	973	972	971	970	969	968	967	966	965	964	963	962	961	960	959	958	957	956	955	954	953	952	951	950	949	948	947	946	945	944	943	942	941	940	939	938	937	936	935	934	933	932	931	930	929	928	927	926	925	924	923	922	921	920	919	918	917	916	915	914	913	912	911	910	909	908	907	906	905	904	903	902	901	900	899	898	897	896	895	894	893	892	891	890	889	888	887	886	885	884	883	882	881	880	879	878	877	876	875	874	873	872	871	870	869	868	867	866	865	864	863	862	861	860	859	858	857	856	855	854	853	852	851	850	849	848	847	846	845	844	843	842	841	840	839	838	837	836	835	834	833	832	831	830	829	828	827	826	825	824	823	822	821	820	819	818	817	816	815	814	813	812	811	810	809	808	807	806	805	804	803	802	801	800	799	798	797	796	795	794	793	792	791	790	789	788	787	786	785	784	783	782	781	780	779	778	777	776	775	774	773	772	771	770	769	768	767	766	765	764	763	762	761	760	759	758	757	756	755	754	753	752	751	750	749	748	747	746	745	744	743	742	741	740	739	738	737	736	735	734	733	732	731	730	729	728	727	726	725	724	723	722	721	720	719	718	717	716	715	714	713	712	711	710	709	708	707	706	705	704	703	702	701	700	699	698	697	696	695	694	693	692	691	690	689	688	687	686	685	684	683	682	681	680	679	678	677	676	675	674	673	672	671	670	669	668	667	666	665	664	663	662	661	660	659	658	657	656	655	654	653	652	651	650	649	648	647	646	645	644	643	642	641	640	639	638	637	636	635	634	633	632	631	630	629	628	627	626	625	624	623	622	621	620	619	618	617	616	615	614	613	612	611	610	609	608	607	606	605	604	603	602	601	600	599	598	597	596	595	594	5
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1751-1752

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## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

## Norwegian bank floats krone

NORWAY succumbed to heavy selling by currency speculators yesterday and effectively devalued the krone. Norway's finance ministry said it was removing the currency from its peg to the Ecu and allowing it to float, writes Peter John.

The drama, heightened by early rumours of a coup in Russia and then replaced by tension emanating from a prolonged Bundesbank meeting, was a further blow to the stability of the exchange rate mechanism. The outcome of the Bundesbank meeting, a reaffirmation of existing interest rates, buoyed the D-Mark but ensured that the dollar failed to react to more positive economic news from the US.

Norway's action yesterday morning prompted a sharp rise in the Norwegian stock market but placed immediate pressure on vulnerable currencies within the ERM, the Danish krone and the Irish punt. The French franc was also sold and at least one dealer said the French central bank had been intervening.

The Norwegian central bank said it floated the krone as it expected pressure on it to continue. Mr Leif Eide, the bank's director said: "It became too hard to fight, we saw little chance... of getting out of it."

## C IN NEW YORK

	Dec 10	Latest	Previous
1.50/100	1.5045-1.5055	1.5070	1.5070
1 month	0.99-0.98	0.99	0.99
3 months	0.99-0.98	0.99	0.99
12 months	0.99-0.98	0.99	0.99

Forward premiums and discounts apply to the US dollar

## STERLING INDEX

	Dec 10	Latest	Previous
1.00/100	1.0000	1.0000	1.0000
1 month	0.99-0.98	0.99	0.99
3 months	0.99-0.98	0.99	0.99
12 months	0.99-0.98	0.99	0.99

## CURRENCY RATES

	Dec 10	Latest	Previous
US Dollar	1.5045-1.5055	1.5070	1.5070
1 month	0.99-0.98	0.99	0.99
3 months	0.99-0.98	0.99	0.99
12 months	0.99-0.98	0.99	0.99

A 100 basis point rise in the US dollar rate would be equivalent to a 100 basis point rise in the US dollar rate.

All other rates are for Dec 10.

Source: Reuters, based on official rates.

Forward premiums and discounts apply to the US dollar.

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## FINANCIAL FUTURES AND OPTIONS

## LIVE LONG TERM FUTURES

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**NASDAQ NATIONAL MARKET**[illegible][illegible][illegible]



## AMERICA

## Dow declines despite good economic data

## Wall Street

PROFIT-TAKING weighed on US share prices despite more good news on inflation and jobs, writes Patrick Harverson in New York.

By 1 pm the Dow Jones Industrial Average was down 20.54 at 3,303.27, near its lows for the morning. The more broadly based Standard & Poor's 500 was also weaker, down 2.77 at 432.88, while the Amex composite was 0.77 lower at 382.21 and the Nasdaq composite was off 6.51 at 657.41. Turnover on the NYSE was 136m shares by 1 pm, and declines outdistanced rises by 1,054 to 678.

Signs that the market's recent rally may be running out of steam were evident when prices failed to rise after the Labor Department reported that producer prices fell 0.3 per cent in November, following a 0.1 per cent decline the previous month, and that weekly jobless claims in late November fell by 38,000.

Both sets of data were better than analysts had expected. The producer prices figure was particularly encouraging, as it confirmed that inflationary pressures are not building up despite evidence that the recovery is gathering pace.

The market failed to respond

positively to the data, primarily because the initial rush of investor demand that has powered several indices to new highs over the past few weeks is clearly waning.

General Motors slumped \$1 to \$32, on the news that the car manufacturer faces a law

## NYSE volume

Daily (million)

300

250

200

150

100

50

0

Nov 1992 December

Average daily volume 1991-1992: 179,106,000

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Unum-designed individual disability insurance products. Unum firmed \$7 to \$53.94.

Check Full O' Nuts rose \$1 to \$8, after reporting fiscal

first quarter net income of 12

cents a share, up from 5 cents

a share a year earlier. The

company also said it expected

profits for the full year 1993 to

come in above analysts' fore-

casts of 45 cents a share.

Metropolitan Financial rose

\$1 to \$16.04 after it terminated a

planned merger with National

City Bancorp.

On the Nasdaq market,

Microsoft fell \$2 to \$59 in vol-

ume of 1.8m shares on a down-

grade from Donaldson Luf-

kin & Jenrette, which believes

that the company will not

exceed analysts' earnings

expectations. Hopes that the

company would do just that

have been behind the recent

surge in Microsoft shares.

Canada

TORONTO slipped at mid-

session on weakness in gold

prices and in the property

sector. Banks were also weaker.

The TSE 300 index fell 18.29 to

3,267.3 in volume of 23.8m

shares valued at C\$187m.

Declines led advances 254 to

198 with 263 unchanged.

American Barrick eased C\$1

to C\$36.6 and Pegasus Gold

lost C\$1 to C\$17.4.

## European steels reflect industrial woes

Returns for investors will only improve after further restructuring, says Andrew Baxter

Investors in European steel shares have had a rough time in recent months as the severity of the industry's problems has become increasingly apparent.

In the run-up to British Steel's first-half results on November 16, there was a sense of inevitability about the fate of the half-year dividend, which was duly omitted.

Ten days later, Thyssen cut its dividend from DM10 to DM6 per share, and the only surprise was that the reduction was not greater.

Like the industry itself, steel shares are under pressure. Virtually every major steel company in Europe is losing money, and the combination of overcapacity, cut-price imports from eastern Europe and the long-term downward trend in steel has served up a potent cocktail to add to the recession in the manufacturing industry.

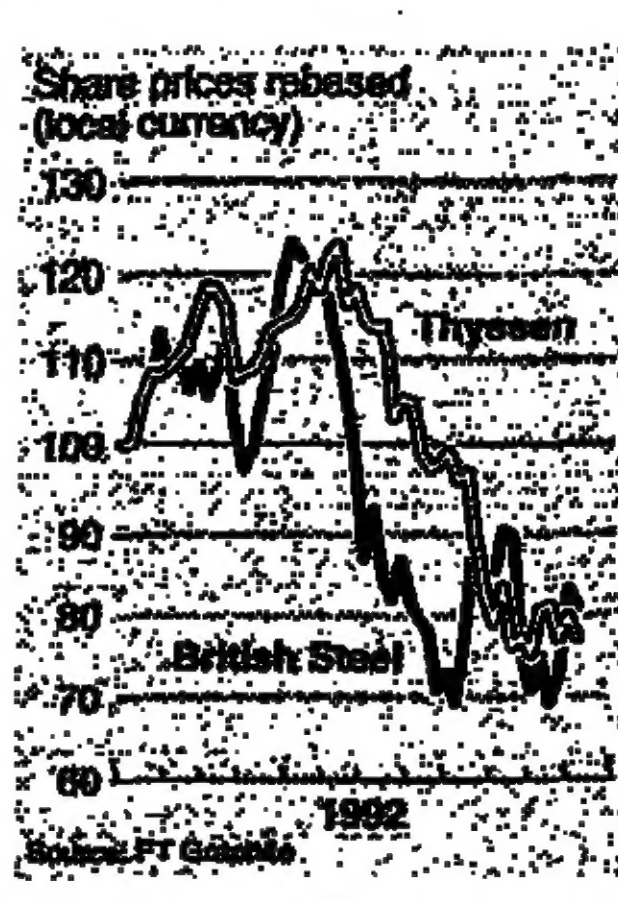
Despite signs of slowing demand for steel in the summer, production continued at a fairly high rate in the third quarter, leaving the industry

swash in inventory, says Mr Edward Hadas of Morgan Stanley. Investors took notice, and marked the share prices down.

Even Thyssen, which virtually alone among big producers could call its latest annual results "satisfactory" - profits were down 33 per cent at DM350m (\$220m) - is now trading at just DM155.30, against a high for the year of DM245. And the decline in British Steel shares to 54p since privatisation in November 1988 at 125p is a measure of the UK recession, which, so far at least, has been deeper than on the Continent.

Production has fallen in the fourth quarter but investors have not yet taken heart. Long-term plans to restructure the industry - notably the plan backed by the European Community to help fund the expected 50,000 redundancies over the next three to four years - cannot produce immediate results.

Mr Matthias Wettecke of Merck Finck in Düsseldorf believes that any recovery in



production cuts take hold. That, he says, could lead the industry back to break-even by the end of 1993.

He points out, however, that the major European steel shares are held for different reasons and by different kinds of investors. Current shareholders in British Steel are largely investors who think the stock is cheap in relation to the fundamental value of the company. "The next move (in the share price) will come when it becomes clear that profitability is there," he says.

In contrast, he says, Thyssen remains a standard part of a German industrial portfolio along with companies such as Mannesmann. It is difficult to make a strongly positive case for the shares, says Mr Hadas, not because they will not recover, but because of the outlook for the German economy.

Over the next year, the short-term outlook for the European steel industry may well follow British Steel's forecast last month that continental Europe continues to decline

while the UK market stabilises. Whether this is reflected in share price movements is much harder to predict. But the long-term course of steel shares could be very heavily influenced by the EC restructuring proposals, and in particular, by where the capacity cuts are made.

Again, the focus may well be on Germany. Companies such as Thyssen are financially stronger than British Steel but suffer from higher costs, says Mr Wettecke. The ability of Krupp and Hoesch to make politically-sensitive job cuts now that their merger has finally cleared legal obstacles will also have a major impact on the new company's financial performance.

But, however much the steel industry might quibble over the extent of its overcapacity and its effects, it could take the restructuring efforts of the entire European industry to give investors a better return than they are getting now.

## EUROPE

## Bourses upset by Bundesbank's stance

THE Bundesbank's decision not to cut interest rates upset continental share prices in the afternoon, but Scandinavian markets were cheered by the effective devaluation of the Norwegian crown, writes Our Financial Staff.

FRANKFURT traded quietly ahead of the Bundesbank's statement which came after the official close. The DAX index closed down 5.11 at 1,494.48 but after hours in London, the German component of the FT-SE Eurotrack fell 1.3 per cent. Turnover rose to DM4.2bn from DM4bn.

Analysts were not surprised by the Bundesbank's stance, taking the view that rates were likely to ease next year when it became more apparent that Germany was in a recession.

Daimler, down DM3.30 at DM514.40, said that it expected to show a decline in profits for 1992 in spite of a 40 per cent rise in sales on the year. The company also said it was likely to lose \$1.3bn after Northwest Airlines cancelled an Airbus order this week.

Deutsche Bank lost another DM6.50 to DM64.50 following disappointing 10-month figures earlier in the week, while Commerzbank slipped DM1.10 to DM239.00. Dresdner lost DM2.50 to DM346.50.

PARIS ended 1.2 per cent lower on disappointment about the Bundesbank's decision, which sharply reduced the possibility of a cut in French interest rates at a time when the economy was suffering and companies were issuing warnings about profits and trading prospects. Dealers said that only speculation about a devaluation in the franc would continue to keep investors interested in French equities.

The CAC-40 index fell from the day's high of 1,806.59 to close 21.68 lower at 1,784.91 in good turnover of FF2.83bn. LVMH dropped FF175 to 4.7 per cent to FF3,515 after Guinness, the UK drinks group in which it has a cross-shareholding, issued a gloomy trading forecast. BSN fell FF18 to FF948 in sympathy.

Saint-Gobain fell FF12 to 25 to 3,278 and the industrial FF516 after Pilkington, its UK rival in the glass industry, reported a sharp drop in first-half pre-tax profits.

## FT-SE Actuaries Share Indices

December 10		THE EUROPEAN SERIES									
Hourly changes	Open	10.30	11.00	12.00	13.00	14.00	15.00	Close	FT-SE Eurotrack 100	FT-SE Eurotrack 200	FT-SE Eurotrack 300
	1052.02	1052.18	1054.31	1054.24	1054.15	1054.24	1054.45	1054.63	1054.63	1054.63	1054.63
	1129.24	1129.38	1129.33	1129.30	1129.27	1129.27	1129.27	1129.27	1129.27	1129.27	1129.27
	1054.06	1054.06	1054.06	1054.06	1054.06	1054.06	1054.06	1054.06	1054.06	1054.06	1054.06
	1133.45	1133.45	1133.45	1133.45	1133.45	1133.45	1133.45	1133.45	1133.45	1133.45	1133.45

Source: Reuters (1000/1000) Frankfurt, 100 - 1000/1000 London, 100 - 1000/1000 Paris, 100 - 1000/1000

Lyonnais des Eaux shed a further FF6 to FF454 in spite of news of an Argentine contract, while Elf relaxed by FF10.50 to FF399.50 on US selling.

OSLO soared 7.5 per cent in response to the government's decision to let the Norwegian crown float free from the Ecu. The crown weakened about 5 per cent from its central rate against the Ecu after the news. The all-share index jumped as high as 404.56 before closing 27.97 higher at 399.38 in

turnover worth NKr710m. Industrial shares had the biggest gains on prospects of greater competitiveness. Norsk rose NKr17.5 to NKr164, while Elkem jumped NKr12 to NKr90.

COPENHAGEN was lifted by the Norwegian crown float and expectations of a possible devaluation in the Danish crown. The KFX top-30 index gained 1.11 to 77.38 in turnover of DKr8m. Novo Nordisk and Sophus Berendsen gained DKr13 and DKr12 respectively.

STOCKHOLM showed a muted reaction as the Affärsvärlden General Index added 2.9 to 901.1 as turnover declined to SKr734m.

Trading in Astra continues to dominate the market ahead of the company's meeting with analysts next week. The B share added SKr16 to SKr743. MILAN was dragged down by Fiat which fell further after

## The FTSE Eurotrack Indices

Steering Committee announced yesterday that from Monday December 21, Procordia A and B and Commerzbank would be included in the Eurotrack 100 index and Philips Electronics, Bancario San Paolo and CRH would be excluded. The indicative reserve list includes Skandia Free, Klüber NV, Zurich Insurance Plc, Viag and Peabody International.

to DKr583 and DKr387. STOCKHOLM showed a muted reaction as the Affärsvärlden General Index added 2.9 to 901.1 as turnover declined to SKr734m.

Trading in Astra continues to dominate the market ahead of the company's meeting with analysts next week. The B share added SKr16 to SKr743. MILAN was dragged down by Fiat which fell further after

the previous day's poor car sales data for November. Position-squaring ahead of the close of the December account next week also put downward pressure on the market. The Comit index fell 6.55 to 426.48 in turnover estimated at Lit48n after Lit36n.

Fiat dropped Lit95 or 4.7 per cent to Lit4,980, which reflected its heavy fall after hours on Tuesday.

ZURICH remained in positive territory although off earlier highs. The SMI index closed 7.9 higher at 1,988.6.

Georg Fischer bearers fell SF65 or 9.5 per cent to SF620 after Wednesday's disappointing forecast for 1992.

AMSTERDAM ignored a small cut in domestic interest rates and the CBS Tendency index closed 0.9 weaker at 105.3. Nedlloyd lost Fl2.20 to Fl30.70 as the group said that it would be making fresh cash calls on the capital market.

## ASIA PACIFIC

## Gains in New York help Nikkei rise for third day

## Tokyo

HOPES of an early US economic recovery, a rise on Wall Street, and the expected passage of the supplementary budget pushed the Nikkei average up in active trading, writes Emiko Terazono in Tokyo.

The 225-issue average rose 56.08 to 17,501.30, extending its winning streak to the third consecutive day. The index opened at the day's low of 17,485.80 and rose to a high of 17,704.71 in the afternoon on buying by public funds and foreign investors, and on short-covering. Towards the end of the session, however, future-related selling cut some of the earlier gains.

Volume rose to 370m shares from 240m, the highest since October 9 when 454m shares changed hands. Advances led declines by 781 to 238 with 122 issues remaining unchanged. The Topix index of all first section stocks rose 15.91 to 1,328.83 and in London, the ISE/Nikkei 50 index added 7.99 to 1,080.13.

Expectations that share prices will get ground on today's fixing of the "special quotation" or settlement price for futures and options prompted buying by investors and short-covering by dealers.

Market participants hope the index will break through the 200-day moving average of 17,563, an important resistance level. The Nikkei has not closed above the 200-day average for 13 months.

Speculation that Mr Yoshiro Mori, chairman of the Liberal Democratic Party's policy research council, may become the next finance minister after the cabinet reshuffle, expected today, added to positive senti-

ment. Traders said that since Mr Mori is seen as a leading figure in pushing the government to adopt last August's emergency economic package, he might implement new measures to help the market.

Active short-covering helped financial issues, with Industrial Bank of Japan up Y100 to Y2,570, Sumitomo Bank gaining Y50 to Y1,830 and Nomura Securities Y50 to Y1,520.

Profit-taking depressed some large-capital blue chips. Nippon Steel, the most active issue of the day, fell Y3 to Y235.

High-technology blue chips gained ground on hopes of firm semiconductor demand in the US. Toshiba gained Y10 to Y633 and Fujitsu rose Y22 to Y578.

In Osaka, the OSE average gained 291.82 to 19,116.33 in volume of 36.2m shares. The index rose above the 19,000 level for the first time since October 18.

## Roundup

HONG KONG lost some of the gains it had made earlier in the week while Australia closed at a three-month high. Bombay, which opened for one hour's trading, fell 4 per cent.

HONG KONG fell back in late trading after the Sino-British Joint Liaison Group failed to produce a communiqué at the end of its meeting. The Hang Seng index lost 85.46 or 1.2 per cent to 6,273.79 in thin turnover of HK\$2.2bn.

Commentators noted that it was the first time in 25 meetings that the group had not issued a statement and this added to fears of a breakdown in co-operation between the two sides.

Property stocks were among the day's biggest losers with Cheung Kong down 20 cents to

HK\$18.30 and Sun Hung Kai Properties shedding 60 cents to HK\$26.30.

AUSTRALIA ignored bad unemployment data and was lifted by strong overseas buying and continued interest in BHP, which rose 20 cents to A\$12.63. The All Ordinaries index rose 19.1 to 1,501.3 in turnover of A\$552.7m. Banks were positive, with Westpac adding 2 cents to A\$3.07 and National Australia up 8 cents at A\$7.64.